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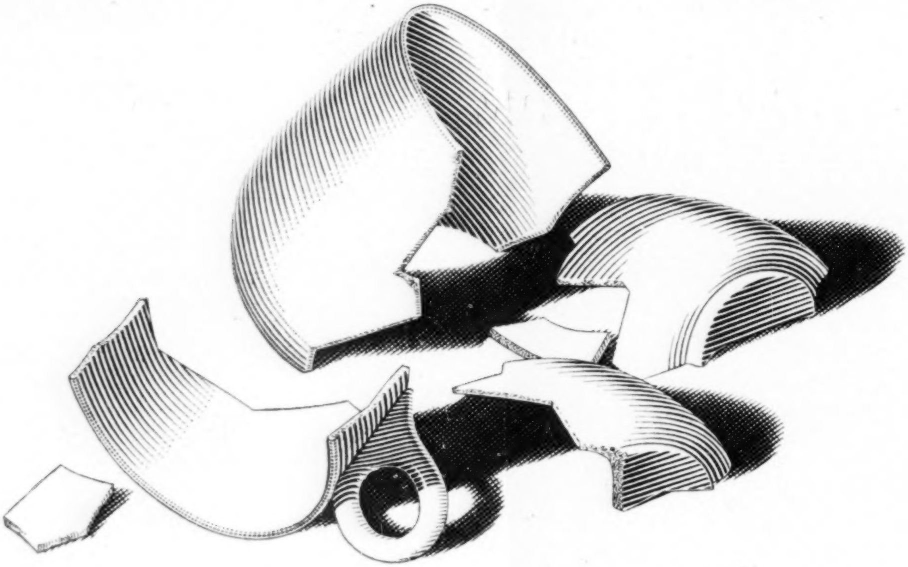

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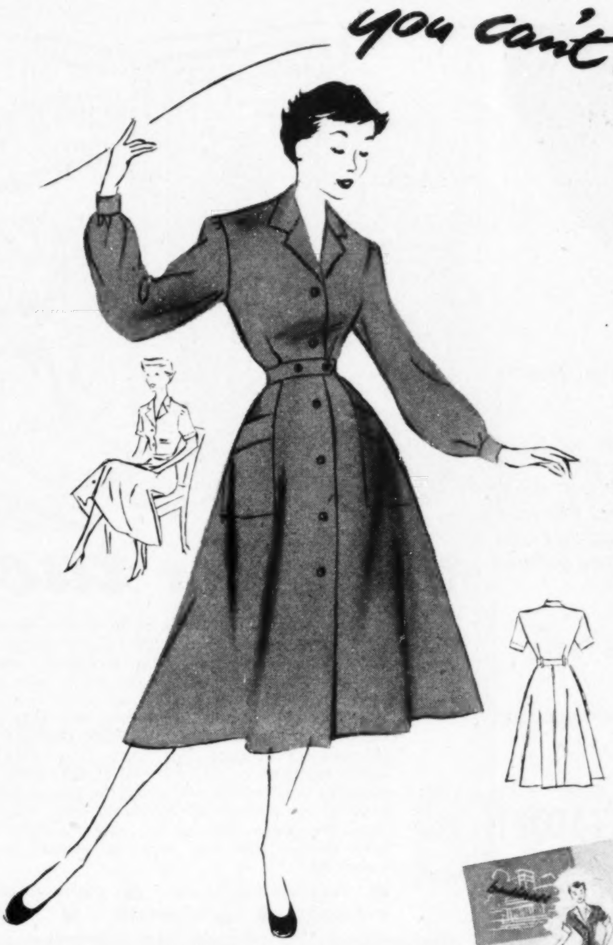
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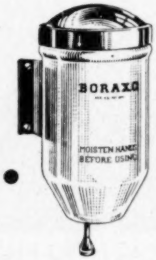

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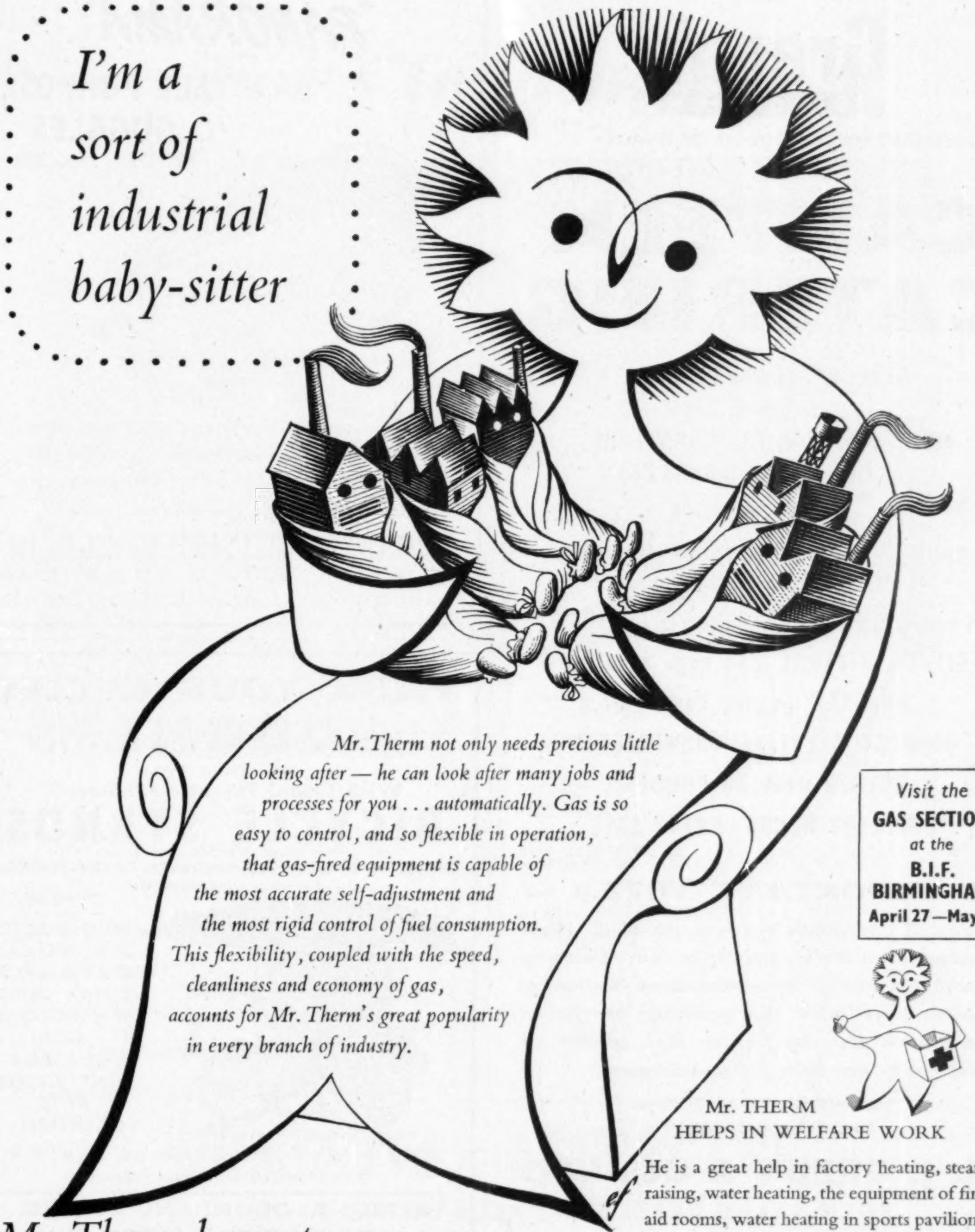
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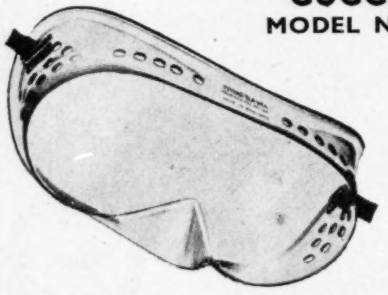

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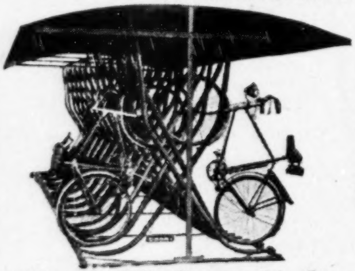

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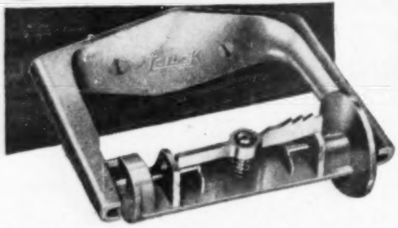

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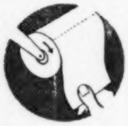

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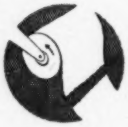
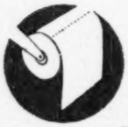


2. The roll swings backwards far enough to release another sheet.



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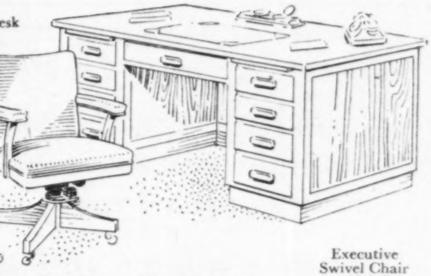

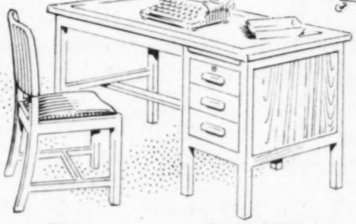

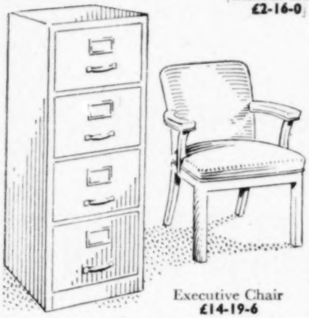

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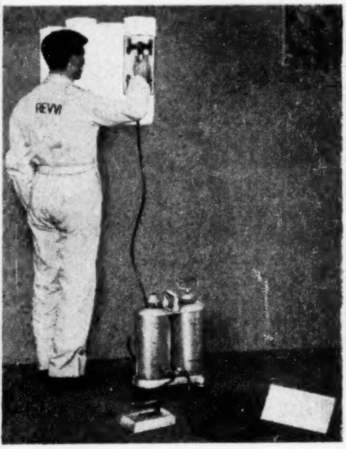

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PERSONNEL MANAGEMENT
WELFARE AND
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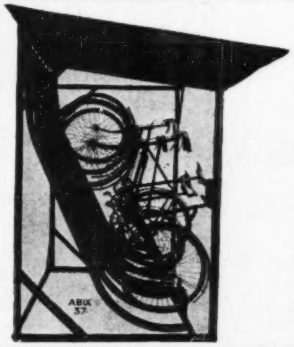

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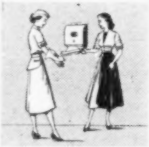

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CASE HISTORY OF AN EXPERIMENT IN INDUSTRIAL DEMOCRACY

There is great scope for women on the J.P.C.—but many of them need to be taught how to put over their viewpoint.

They Were Trained to be Effective In Joint Consultation

By CHRISTINA HYDE

Women's Personnel Officer, Birmid Industries, Ltd.

Through no fault of their own, many employees' representatives are ill-equipped to give of their best on works consultative committees. Thus, much that would be valuable to those they represent—and to management—is lost. Here is the heartening story of a training scheme—the short-term results of which are encouraging—which was designed to produce clear-thinking and effective members of the factory "parliament."

SO much ink has been spilled and so much earnest endeavour given to the vexed but vital topic of joint consultation that most factory folk concerned with the operation of this democratic enterprise have long since ceased to pay lip service to the mere idea of consultation (with the result that many J.P.Cs. have been decently interred as well and truly dead). Where committees still function, managements are beginning to get down to the mainspring of the whole business, *the training of workers' representatives to take effective part in discussion and construction.*

Theory, once so exuberant and vociferous, has now almost completely yielded to the empiric knowledge that however well-intentioned "clock" members of the J.P.C. may be, many of them are ill-equipped to share in round-table talk; inept both in logical expression and rational analysis; limited in knowledge; lacking in dialectic skill; unversed in the give and take of conversation; and handicapped by the clutter of "mass" language, that colours words and phrases with accepted connotations of emotional rather than linguistic significance.

Further, as elected representatives they may have little real enthusiasm for or understanding of what their rôle as committee members involves. They may have been carried into the important office on a wave of popular wish—because folk like them as good-hearted chaps or applaud them as having the gift of the gab. Thus they lack even that spark of zeal that a sense of "mission" provides.

The problem, then, has two distinct facets: 1. the education of the electorate which, in the typical large factory, will include many who are indifferent to the issues, careless of what consultation offers, and who vote—if they vote at all—in a half-hearted, casual manner; 2. the training and education of the chosen representative, taking into consideration his or her individual equipment.

In this article I want to outline a specific case study of an experiment in worker training that at least aroused interest. As in all educational developments, however, precise assessment of result cannot be made on a short-term estimate. The effect is cumulative, which is about as much as one can safely assume.

The experiment concerned only women, because it was felt that women could make a considerable contribution to the communal whole, and also because any factory with a strong dilution of female workers must take into consideration the woman's point of view.

Moreover, the need for training, or at least some kind of help, was more acute in the case of female representatives in joint consultation. None of the women had had any experience which remotely qualified them for committee work. Indeed, it was revelation of the fact that it would be sheer waste of time to include a female employee on the committee if all proved like the first women's representative, conscientious and willing though she was, that emphasised the necessity for some training. It seemed likely that unless the problem were tackled, the women's representative would tend to be either an entirely silent committee member or one developing into the perfect yes-member under stress of nervous apprehension and inability to put forward a standpoint.

Management decided, therefore,

THEN AND NOW Top: Pioneers—the first women's works council at Cadbury Bros. Ltd., in 1920. Below: A women's shop committee in session at the same firm. Members are eligible for election to the works council.

that a sub-committee should be formed, consisting of a woman representative from each department. This at once focused electioneering on to known qualities—that is to say every department knew intimately its own folk, so that voting came near being 100 per cent., and some atmosphere of enthusiasm in choice and selection was generated. Only three nominations were allowed in each department and each had two seconders. This brought in quite a number of individuals, and cast a touch of excitement and importance on the proceedings. Never forget that women enjoy novelty and excitement!

Members elected by each department then met in committee, in firm's time and with wages paid, once a fortnight. At first the sub-committee elected its own chairman, but after the general election for a women's representative on the J.P.C., that representative automatically became chairman of the women's sub-committee. She thus had the advantage of (i) getting practice in following and guiding an argument; (ii) expressing herself freely to known friends and fellow employees of her own sex without the inhibition that she suffered at the J.P.C., when she had to face directors and departmental managers as well as fellow male employees; (iii) hearing what the women from various parts of the works wanted and what matters interested the girls in specific shops; (iv) telling back to shop representatives data that had come up at the last J.P.C.; (v) assembling items for the agenda at the express wish of shop representatives; (vi) reporting to the women's personnel officer information about requests, needs and attitudes that enabled that official to take action (usually about domestic miscellanea) that was a useful service. At the same time, these reports kept away from the J.P.C. much of the trivia and bric-à-brac that have swamped all too many works consultative committees.

The women were left entirely alone to conduct the committees on the principle that if one could get them talking freely, it was half way towards training them in expression. In addition to the sub-committee chairman, there was elected (by the committee itself) a secretary who kept written minutes of the meeting. And this is where remote (and educational) control came in.

Both chairman and secretary reported to the women's personnel officer soon after the sub-committee meeting—immediately, if time, foreman's permission and production demands allowed, but certainly while the data of the committee's work were freshly in mind. The personnel officer then went thoroughly through the minutes and listened to a sort of verbal adumbration of them, commending wherever possible but strictly, and in detail, pointing out where the argument had gone off the square, in logical development and sequence.

Time and again the minutes showed that some important item had been brought up, fogged over with a wash of vague and undirected opinion and left inconclusive.

Often, too, vague, irresponsible and unfounded statements would be aired and the sub-committee would cheerfully embrace their tenets, pressing for some action that was based on entirely false premises. This tendency of the women towards exaggeration and over-emotional emphasis was most marked and had to be persistently combated by patient illustration of how unfounded the indictment was. Needless to say, hundreds of complaints about the domestic life of the factory fell into this category. Whenever possible (almost always) precise and true data were obtained and presented to sub-committee members to dispel wrong assumptions and to teach them to value fact.

It soon became clear that the women were really interested. The sub-committee rarely lacked a lively agenda, although few production items appeared. But this did not matter. Management had realised that in accepting a women's representative on the J.P.C. (in a typical engineering factory there will be a leaning towards making the J.P.C. a masculine stronghold) they were probably getting a cover only for the welfare and housekeeping side, but that *that* was a valuable contribution. The women's representatives directed into success several concessions for the girls, such as clocking out five minutes before the men. When they saw results such as this, women all over the factory would hand in items for the agenda.

Remote Control

Here again, some remote control came in. Where there was obviously an important and rather complicated item coming up, the women's personnel officer saw the chairman of the sub-committee before the meeting and took her through the pros and cons of the argument, actually writing out a species of logical dissection to illustrate how a point must be gnawed at and the discussion brought to a conclusion.

This technique, slow and painstaking, gradually began to have some results. To begin with, the electorate was more stimulated and more co-operative. It ceased to vote only in an excess of affection for So-and-So "who is such a good sort" and began to nominate the type of girl who had some zeal for the job, some understanding of her task as a representative and who had proved that she could press a point effectively.

At election time, the details about nominated candidates were widely publicised in every department. Candidates were encouraged to move freely about the factory, getting to know their colleagues.

In addition to the training she received via the sub-committee, the women's representative was given specific help as a J.P.C. member. She was helped, for instance, in getting the women's point of view about every item on the J.P.C. agenda before she went to the J.P.C. session. Thus she not only culled points expressed by her women colleagues at the sub-committee, but also cleared her own mind and went armed with a genuinely representative attitude, and usually with specific listed points which she had been urged to make. This at once gave her status at the J.P.C. as someone with a contribution to make to the discussion. Thus equipped, she had enhanced confidence and she was not called upon to make too many instantaneous and judicial verdicts.

Similarly, she was assisted in passing back to fellow sub-committee members, and thereby to all the departments, the decisions reached by the J.P.C. Earlier, failure to pass back this information had often been a serious weakness in the representatives' work. Copies of the minutes of the J.P.C. were posted widely in the shops so that general knowledge of them was spread. Those who wished to make further enquiries or raise questions based on the minutes could approach their accessible sub-committee member, who in turn could bring the matter before the J.P.C. women's representative.

Accurate Grapevine

The technique is, in short, one of breaking down—a necessity in employer-employee communication and imperative in accurate "grapevining." It is a technique, too, of tightening up, so that there is a closer-knit chain of co-operation and collaboration between representatives and those represented.

The foregoing hardly outlines the training method. In addition, representatives of a good type, who were obviously responding to the experiment, were taken to public debates, and other extra mural activities.

But within the factory, the emphasis was on training in logical analysis, steady and exact fact-finding, scrupulous investigation of data, and free, uninhibited expression. Where information was needed to make a case—as, for instance, that very useful concession, which women workers gained, of free morning milk for under-16-year-olds—every assistance was given to the representative to enable her to collate evidence and submit a factual documented recommendation instead of a vague, sentimental appeal. One can multiply this kind of example: the women, via their representatives, have accomplished much of general domestic benefit. They have obtained cupboards, cloakroom services and so on, and each item has been dealt with by as many women as possible, so that there is widespread awareness and interest, canalised finally into a reasonably eloquent and effective individual representative.

What the long-term result could be, only the personnel manager who plods hopefully on may ultimately be able to gauge.

Attention to Detail Keeps These Women Workers Healthy—and Happy

By LAURENCE DOPSON

From her first interview, the new starter at this Tate and Lyle Ltd. refinery feels the benefit of medical and welfare services which have been meticulously planned.

AN excellent record system and attention to small details which save time and material characterise the medical and welfare at Tate and Lyle's Silvertown refinery. Some 400 women are employed here, and the medical and welfare arrangements—which they share with 2,000 men—are well planned and comprehensive. Both services come under the jurisdiction of the sister-in-charge.

The medical department still looks quite new, although it was built in 1935. From the small waiting room, the patient passes into the medical department office, which incorporates a surgery and an examination room. (There is an identical suite for men). At certain times dental, ophthalmic and chiropody clinics are held. There is an entrance at the back of the department for stretchers and the ambulance garage is nearby. Offices for the doctor and sister-in-charge and a room for the nursing staff complete the layout. The staff consists of doctor, sister-in-charge, four sisters and two typists. The surgery is staffed throughout the 24 hours, the sisters working 8-hour shifts.

New starters have a thorough pre-employment medical examination. The entrant strips completely for it, donning the special examination robe designed by the sister-in-charge. This has deep armholes so that there is no contact with the axillary hairs of the armpit; as well as being practical it is also as aesthetically agreeable as such garments can be. The subject slips it off for the examination of the back, and the sister holds it in front of the girl, directing her to put her arms through. This saves embarrassment when the girl is asked by the doctor to turn and show him her hands.

The doctor notes details of the examination on a medical examination record card and states on this whether the woman is fit for any employment, fit for special employment, should be accepted conditionally, or should be watched. The card is, of course, confidential and is kept at the surgery, but the personnel officer is told what type of employment the new employee is considered best suited for.

The pre-employment examination card is filed in the medical department with her sickness and absentee card. Chiropody, ophthalmic and dental record cards are added if the employee attends for these treatments: ophthalmic and dental service is provided under The National Health Scheme, while a small fee is charged for chiropody.

Each shift sister has her own shift ledger, consisting of printed loose leaves. There are columns headed with the names of different types of treatment, so that apart from entering the employee's number, name, department and history, the sister has only to tick in the appropriate columns.

Medical Records

The information in the surgery ledgers is typed on to individual medical record cards, new treatment being in red on the left-hand side of the card and re-visits on the right in black. All re-visits are by appointment. As the secretary types the cards she automatically puts them into separate piles, classified "sickness", "outside accidents" and "accidents due to work". The men's folders are buff, the women's pink. The number of treatments given and of absences from work and their causes are analysed weekly.

The sister-in-charge inspects the surgery ledgers each day and makes a note of any accidents in the safety book. This is seen by the safety officer every morning, and he adds his comments and recommendations, if any. He is notified immediately of any major accident and visits the scene at once, with the first aid team, before anything has been disturbed.

The general manager of the refinery visits the medical department daily for a general report. This procedure is considered more effective than the submission of written reports to the general manager's office, because it brings him into daily personal contact with the sister-in-charge. He reads and initials (and comments on, if necessary) every entry in the safety book.

Finger stalls to cover dressings are made by the welfare department from clean waste material.

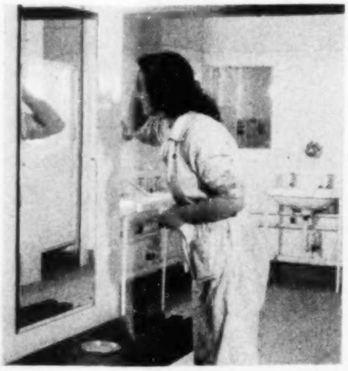
Another example of attention to detail is the use of an eye undine as a container for Flavine. The undine keeps the Flavine sterile and prevents its evaporation.

Time cards of persons who fail to clock in are collected and taken to the medical department, so that when she returns, the employee must call there before she can start work and account for her absence. If no communication has been received from an employee after three days' absence an enquiry is made as to the reason. Employees are encouraged to send the National Insurance medical certificate, which is copied and returned to save them the expense of another certificate.

One of the tasks of the sister-in-charge is the sending of parcels to employees who are away ill. These are made up from the canteen and consist of foodstuffs generally to the value of 5s.—in certain hardship cases, 7s.

On the welfare side, the cloakroom, rest room, washroom and lavatories are good examples of their kind. The lockers were specially made with sloping tops—to prevent odd items from being dumped on the top. Each locker is 18 in. deep and 12 in. wide. There is a clothes drying room in each cloakroom unit, with a line of fixed hangers above an encased hot pipe. The rest room has an attractive décor. Steel girders have been disguised by mirrors which are fitted around them.

In the cloakroom, mirrors are not fitted over the wash basins. The sister-in-charge points out that with this type of mirror, girls comb their hair over the basins, which soon become clogged with loose hair. Instead, wall mirrors are provided. There is also a three-quarter-length mirror, which the women like and which encourages smartness. Roller towels are provided, and there is an attendant in every cloakroom who replaces the towels as necessary.



This three-quarter-length mirror in the cloakroom encourages the girls to be smart. There are no mirrors over washbowls.

Shoulder-height Showers

There are showers for those who wish to use them in their spare time. Each cubicle has an outer door which can be locked, a generous undressing space, and a shower space, which can be separated from the undressing space by a plastic curtain (to prevent splashing of the clothes). The nozzle of the shower is at shoulder height.

Because many of the employees come from homes which have no bathrooms, provision is made for them to obtain baths at the refinery, each bath being in an individual room. Employees supply their own soap and towels.

The girls have a tea-bar for "elevenses". Here colour has been used to create a cheerful atmosphere, and again there has been attention to detail. For example, the caps and aprons of the canteen staff are in the same colours as the room.

A final word about new starters. At no time is the new recruit left to find, as best she can, her way around. After the medical examination she is taken to the welfare department to be fitted with uniforms to suit the work for which she has been engaged. Then she is taken to the department in which she will work and is introduced to her forewoman, so that she sees her place of work and gets to know her superior before starting on the job. Finally, she returns to the personnel department, where she is given details of the conditions of employment, welfare amenities, etc.

On her first day at work, she reports to the welfare department. She is taken to collect her uniform, escorted to the cloakroom and shown her locker, for which she is issued with a key.

On their first day all new girl employees start work an hour later than the normal starting time. This practice has been adopted because the management felt that at the beginning of a shift the forewoman is too busy to be able to give sufficient attention to a new entrant.

MANAGEMENT THROUGH THE SUPERVISOR'S EYES

This foreman was tactless. He reprimanded his chargehand in front of her section (l.), with the result that (r.) she later gave notice. That error was not made by the foreman whose story "Discussion Leader" tells below. Even so, his rebuke led to trouble . . .

Industrial Welfare Society photo.

Should Foremen Have Powers of Dismissal?

—And Should They Clock on?

This is the second article in our new monthly service for readers. Our objects are to provide supervisors with a "meeting place in print" where they can discuss common problems, and to give top management a better understanding of the supervisor's point of view.

THE other day a supervisor described to me a situation he had faced which illustrates one of the more difficult aspects of management-supervisor relationships.

He said: "You'd be surprised what goes on in our firm. I engaged a man to do a skilled job although at the time I was doubtful whether he was skilled enough for the work. I soon found he was not making the grade and one morning I stopped by his machine and pointed out something he was doing wrong. He used some very abusive language to me, and when I attempted to speak, walked away.

"I followed him out and told him that if he did not apologise I should be forced to sack him for insubordination. By the middle of the afternoon he still had not apologised, so I told him I was going to get his cards made up for the end of the day.

"He said he was going to see the manager. I felt he should have his say without my interfering, and let him go.

"Half-an-hour later he came back to the shop and started his machine. I went to the manager and said, 'You know I've sacked that man—what's happened?'

"The manager looked rather confused and said: 'Well, he's back on his machine now.'"

The foreman went on to say, "What could I do? It's taken me a long time to work my way up to be a foreman. Supposing I'd said 'Either he goes or I do'—what good would that have done *me?*"

By this action the manager communicated several important messages to his staff. To the supervisor he said, in effect, "I am not supporting you." The other supervisors would infer that to take what they considered necessary action to maintain discipline was likely to be risky. The workers saw that the foreman was not the real manager of his shop.

To everyone the actions of both the manager and the supervisor conveyed other and more subtle messages. Each revealed that he did not gather as many facts as possible about a human situation before coming to a decision.

The incident shows, too, that either the firm had not thought out its policy on termination of employment, or that the supervisors did not know their authority within this policy.

Some firms, feeling that a supervisor *might* make a decision about dismissal which the management would have to reverse afterwards, have given to the lower ranks of management only the right to recommend dismissal, leaving the final decision to the works manager himself. Other managements believe that a supervisor must be in control of his own department and therefore should have the authority to dismiss an employee, but they lay down a broad line of policy. (In some cases the works council and supervisors help to formulate this.) They also make sure that their supervisors understand it and will apply it wisely.

Other firms have established, in addition, a regular procedure for appeal either to the personnel officer, if they employ one, or to an appeal tribunal (on which a representative of the workers may sit) or to a sub-committee of the works council.

Whatever procedure is adopted the important point is that a clear policy should be agreed and understood by all. The foreman then feels secure in the knowledge that, if he acts in accordance with this policy, he will receive the support of his management, particularly if he feels free to consult the manager or personnel manager before making a decision.

MANAGEMENT'S TRUST

Time Clock a Symbol?

ANOTHER foreman has expressed resentment that he and his fellow supervisors have to clock-on in the morning and again after lunch, and clock-off in the evening. He claims that this shows the management do not trust their supervision to be responsible.

This is another example of the importance of "status symbols," to which I referred last month. Top management can do a great deal to make supervisors feel that they belong to the management team by making imaginative use of these symbols.

An office, or at least a desk and telephone of one's own, a separate locker, an adequate salary scale, a discussion group for supervisors only, regular meetings with top management; small things and large, all tell the foreman that he really "belongs."

In the example above, clocking-on would have no special significance if (as I know in the case in one firm) all the staff, including the managing director himself, clock-on. If, however, all grades but management clock-on and off, and the foreman is asked to do so, that makes it clear to the foreman that he is not a member of management.

SIGNING THE BOOK

Exemption After 30 Years

A WOMAN supervisor in charge of a group of office girls underlined the same point when she described how timekeeping arrangements were organised in her company. She said that she thought hers was a very good company to work for in many ways, but she wondered, sometimes, how much higher management really valued their supervisory staff.

For instance, the women supervisors were required to write down the time they arrived in the morning in the same way (and in the same book) as the rest of the office staff. There was a rule in the company, however, that staff of any grade who had completed 30 years' service need no longer sign on in this way.

Thus, this particular supervisor, who had been with the company for 25 years only, had to sign the book when some of the members of her own staff did not have to do so. To her, this was a sign that the higher management did not regard her as a responsible person. It is probable that her management had no idea that their rule might lead to this kind of interpretation, for a constructive approach to the use of these non-verbal methods of confirming or denying status needs imagination and thought on the part of management.

What do *you* think? Do you, as management, give your supervisors adequate support? Do you, as supervisors, feel that you are part of management? Write and tell me, giving your reasons so that other readers may have the benefit of your experience.

DISCUSSION LEADER.

HOW THEY TRAIN THEIR SUPERVISORS

2. Imperial Chemical Industries, Ltd.

Finding the New Foremen

By GEOFFREY D'EGVILLE

Of recent years, I.C.I. have placed increasing importance on the selection and training of recruits to the supervisory grades. T.W.I. forms the basis of all training, but the courses provide, in addition, a wide insight into the organisation of this vast industrial undertaking.

THOUGH the foremen training courses run by Imperial Chemical Industries Ltd. are, in general, non-competitive, some chargehand courses, incorporating a variety of selection techniques, have been held for the specific purposes of selecting foremen.

I.C.I. recognise that the main quality required for the step up to foreman is not necessarily good craft or process ability. A good process worker may be seriously deficient in the qualities which make for good foremanship. A sound knowledge of the work he is expected to direct is naturally essential, and if the potential foreman does not possess it in a requisite degree, means are found for him to acquire it. But the main characteristics sought are:

Skill in handling a problem involving men, machines or materials;

The gift of being able to think quickly and effectively on improvement of methods;

Possession of the knack of maintaining good human relationships and of developing the team spirit among those supervised.

The Right Attitude

The formal training courses are aimed to develop these attributes and to give foremen that attitude to their job which is essential in those entrusted with responsibility.

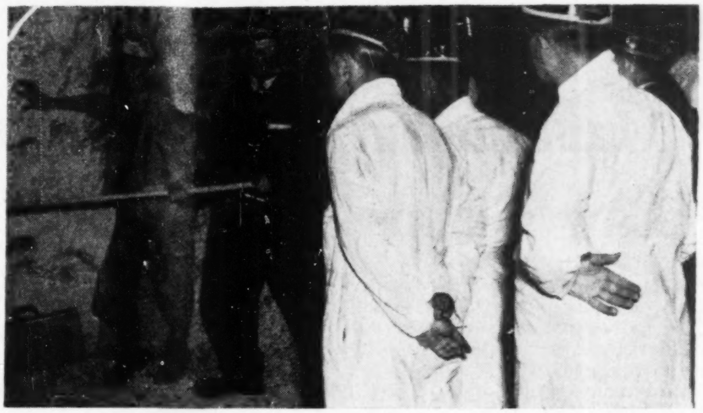
Training methods used by I.C.I. are partly conditioned by the fact that the average age of promotion to foreman in some divisions is higher than that in many other companies, owing to the highly technical nature of much of the company's work. It follows that each member of the course is better able to make a useful individual contribution to the group discussions which form the basis of much of the company's training programme. This well-tried and popular method is supplemented by talks by the management and, to a lesser extent, by outside experts.

Case histories, on the other hand, have so far played little part in the company's training schemes. Film strips are used on occasion, and those supplied for example by the Industrial Welfare Society on human problems in industry are considered good. Films are used, not so much for their instructional value but as a background to a talk.

Some use has been made of "rôle-playing," particularly in safety instruction, since this method lends itself readily to testing the knowledge and developing those qualities required of a man in cases of sudden emergency.

Having built up a comprehensive training scheme of its own, the company has not found it necessary to

Foremen studying in the laboratory the chemical principles of processes they know in their plant.



Imperial Chemical Industries foremen on a course visit an anhydrite mine at Billingham. As part of their training, I.C.I. supervisors visit parts of their own company's works normally unfamiliar to them and also other factories in the organisation. They thus learn something of "how the other half lives" in their industry.

make very much use of external training facilities. In general, T.W.I. forms the background to all the company's training schemes (though there were supervisor courses long before World War II). The advent of T.W.I. in 1943 greatly stimulated training in the company and there has been great expansion since—especially since 1948. Full-time supervisor training courses accounted for 150 man-weeks in 1943, compared with 3,000 man-weeks in 1950.

Courses vary in length from one to thirty-nine weeks, and provide instruction for established foremen, potential foremen, chargehands and leading hands. By the end of 1951, 133 courses, attended by 1,451 supervisors, had been held since the introduction of T.W.I.

Whether for the selection of new foremen or not, the courses conform to no set pattern. In so vast and dispersed an undertaking as I.C.I., it would be surprising if they did. One thing they have in common, however, is the very wide use made of the discussion method and the direct application of the subject matter to the foreman's own situation or problems.

Let us have a look at two specimen courses from the many run by I.C.I.

Insight into Industry

An eight-week residential course for foremen from the plastics division is held at the Britannia Mill training centre, Darwen. It includes a formidable list of lectures by experts and its main purpose is to broaden the students' outlook by giving them an insight into the intricate detail which exists in the working of a great industry. The student is taken into the realm of departmental organisation, is led to discuss such matters as accounts, costs, supply, distribution, research, sales control, labour, pensions, etc. He is even given a glimpse of the functions of the medical department.

Talks, followed by discussion, are given on work study, productivity and technical aspects of the business. Leadership, and labour relations are also dealt with by the talk-discussion method. The routine of the conference room is broken by visits to other works. Visual aids are widely used—films, slides, charts and diagrams. Four days of one week are set aside for the study of departmental working within the industry. The foreman-students thus gain first-hand information about different processes, planning and records, distribution, stores, transport, various aspects of office work and other activities.

Students get a week-end holiday midway through the course. Apart from this superficial resemblance to scholastic routine, everything is done to avoid the classroom atmosphere.

The foremen's training course of the General Chemicals Division at Widnes is attended by twelve students (the normal figure is eight to ten). This course lasts twelve weeks, and is highly technical. Nevertheless, the group discussion method is again used. Judiciously sandwiched between the technical sessions are discussions on topics such as:

The supervisor and the executive;
Establishing good relations with people;
How to get the best out of people;
Some qualities of the good supervisor;
How to correct a worker;
How to prevent and handle grievances.

The company has not adopted any direct method of finding out to what extent a foreman is putting into practice the things he has learned on his course, other than by the normal process of supervision by the foreman's own boss. Special incentives have not been found necessary, though foremen's salaries advance to appropriate maxima under the same principles as govern the rest of the staff. These include provision for recognition of special merit. After having attained their maximum salaries, the foremen may qualify for periodical bonuses. Generally speaking, promotion to higher management is uncommon among foremen, and there is no formal training scheme for that purpose.

A small proportion of foremen have become superintendents, and there certainly is no bar within the company to advancement to any level by men of exceptional technical and administrative ability.

Better House Magazines

THE house journals' journal made its bow in February. Entitled *Your Story*, it is to be published bi-monthly for the present) by Perry Press Productions Ltd., with the general aim of getting the professional touch into more of "industry's private press."

Part of each issue will contain digests from well-known house organs and works magazines. In addition, the publishers intend to give all the help they can on such practical matters as editing, printing, block-making, selection of paper and so on.

The first issue contains articles from *Remington Rand Recorder*, *National Post*, *Forster News* and other industrial publications. The magazine is free.

Two Conferences

British Institute of Management is holding a Scottish conference at Gleneagles Hotel from April 10-12. "The Treble Strand—Doctor, Employer and Disabled" is the title of a conference to be held by the British Council for Rehabilitation at Wortley Hall, Nottingham, from April 14-16.

Management Can Cut Common Law Claims

The 1948 Industrial Injuries Act has had an unexpected—and disturbing—aftermath: a sharp rise in the number of claims at Common Law by injured employees. Many of these claims are dubious, contends the writer of this article, and should be fought. But the best way to reduce the number of claims is to reduce the number of accidents by efficient accident prevention methods.

DO you realise how many more Common Law claims you are having in relation to your lost time accidents than you were in the period say 1944 to 1947? In 1944 many people thought that common law claims were much more prevalent than they had been prewar; but since then, the increase has been very much greater.

In the four years to 1947, the writer's experience was that one common law claim was made in every forty accidents. The ratio has now reached one in twelve. This is a considerable increase, especially when one bears in mind the fact that during the same period the frequency rate for accidents in this company has been reduced to one-third of the 1947 figure.

If a policy of accident prevention had not been followed, one can imagine what the cost of Common Law claims might well have been.

Resulting from the increase in the number of these claims, the premiums for employers' liability insurance have risen, and it is almost certain will rise still further. The chairman of the London and Lancashire Insurance Co. has said that in 1947 his company had had to deal with 68 Common Law claims, but that in their last financial year the number had increased to 533. Even allowing for greater business, this would appear to be an increase of at least 600 or 700 per cent.

By A Safety Officer

When the old Workmen's Compensation Acts were replaced by the new Industrial Injuries Act in 1948, very low rates for Common Law claims were quoted by the tariff companies. They had little guide at the time and experience has shown that they greatly underestimated the risks involved. There was a big jump in claims in 1948 and the number has continued to grow. The awards are heavier, they take account of the decreasing value of money and it is obvious from the reports of the various insurance companies that employers' liability insurance has not been a very profitable risk for some time. Few companies report a profit on this business at the end of the year: many, in fact, report losses.

Increases in rates have already been made in certain trades and this is likely to spread to all industries. It was recently stated in *The Times* that the insurance companies are more disturbed over employers' liability than over motor risk. Why have Common Law claims multiplied so disturbingly?

There are various reasons:

1. First and foremost, the injured person does not now have to select the head under which he intends to proceed. In the old days he had to choose whether he would take the Workmen's Compensation or proceed at Common Law. Nowadays he has his Industrial Injuries benefit as a right and can claim under Common Law as well.
2. The doctrine of common employment has been abolished.
3. The advent of legal aid has helped the injured person in bringing claims.
4. Increased membership of trade unions has also had its effect.
5. A period of full employment tends, in the writer's view, to bring further claims. When employment is difficult to obtain there is a certain amount of diffidence on an injured person's part as to whether he should bring a claim, there having been in the past a fear that if a Common Law claim were brought, dismissal would be automatic. Although this fear is not usually justified these days, the fact that another job can be obtained relatively easily minimises the fear that unemployment could follow the serving of a writ.

Trade unions have generally been more ready to bring claims and it is not uncommon for details of nearly every injury which involves loss of time to be sent to the union's solicitors to see whether there is a basis for an action.

Many of these claims are, in the opinions of some persons in industry, of questionable merit; but they are frequently successful for the following reason: The management concerned may decide that it would be cheaper to settle a claim for £50 or £100 out of court, rather than to fight it. Even if the company wins (so goes the reasoning) it will be faced with a bill of costs in excess of the amount for which the claim could have been settled.

Fight Them

Nevertheless it would help, in the writer's opinion, if more of these very dubious claims were fought. Then, probably, only the more justifiable would have to be considered. At the same time it must be admitted that the insurance companies know their business and the manner in which it can be conducted most cheaply.

What can be done to reduce the number of claims? A study of the writs served gives a very good indication of the allegations which are generally made. At the top of the list comes **failure to provide a safe system of work,** closely followed by **lack of supervision** and **unsafe means of access.**

The first allegation is a difficult

one to combat, but it does lie within the hands of management to ensure that the system of work which it adopts is a safe one. All too frequently it would appear that the system is devised without conscious thought being given to the safety aspect of the job.

The allegation of lack of supervision makes one wonder at times whether or not a tradesman is capable of carrying out any work without having a supervisor standing beside him. At the same time it must be admitted that very often the instruction given is not adequate, and that little effort is made by some supervisors to ensure that the workmen are carrying out the instructions which they have been given.

Talk to Supervisors

A talk to all supervisory grades on the requirements of the Factories Acts and the effects of Common Law claims on the firm is helpful. In most companies the supervisor has no idea of the difficulties the firm has to contend with when it comes to defending an action. One hears the statement: "The man was careless, only a fool would have done what he did", and this is considered by the supervisor to be an adequate defence against a claim of an unsafe system of work or lack of supervision. It is very valuable to let the supervisors know the strength of the case which can be brought against the company. When they realise the responsibility of both the company and themselves one finds that clearer instructions are given and that a better system of supervision results.

The third heading—unsafe means of access—is something which is almost invariably within the company's control. "Better housekeeping" would prevent many accidents, with their consequent claims under employers' liability. There is a statutory duty which requires the employer to provide safe means of access. It cannot be contended that, if scrap material is left in walkways, and holes in the floors and unfenced openings are permitted, the firm is interested in accident prevention.

Attention to these points will probably reduce the number of accidents which a company suffers. This reduction should be reflected in either reduced premiums or, at the worst, premiums which show no increase.

More Elbow Room Raises The Production Rate

By a Special Correspondent

By using slotted angle iron members for work benches and conveyor frame, these manufacturers of high precision, mass-produced components have given their women operatives ample working space and built an assembly line which is quickly adaptable to cope with fluctuating demands.

ONE interesting aspect of the problem of productivity is that the purely mechanical requirements of space to do a certain job are not sufficient if the maximum effort is to be obtained. Although a worker may in no way be restricted in carrying out his task, if he is given only the space strictly required to enable him to do so and no more, he will feel hemmed in.

An interesting experiment is being carried out by the McMurdo Instrument Co. Ltd. at their new assembly plant for valveholders on the Fratton Industrial Estate, Portsmouth. An effort is being made to provide not only light but also enough space to give the operators that feeling of freedom which has been found essential to maintain a high rate of production.

Apart from supervising personnel, the labour force consists entirely of women, and the assembly shop has been designed to suit their requirements. The floor is hardwood parquet to prevent dust; the walls are light in colour and the ample daylight and strip lighting give a good illumination throughout the working period.

Angle iron construction of assembly lines gives plenty of space to each operative and makes for flexibility in production.

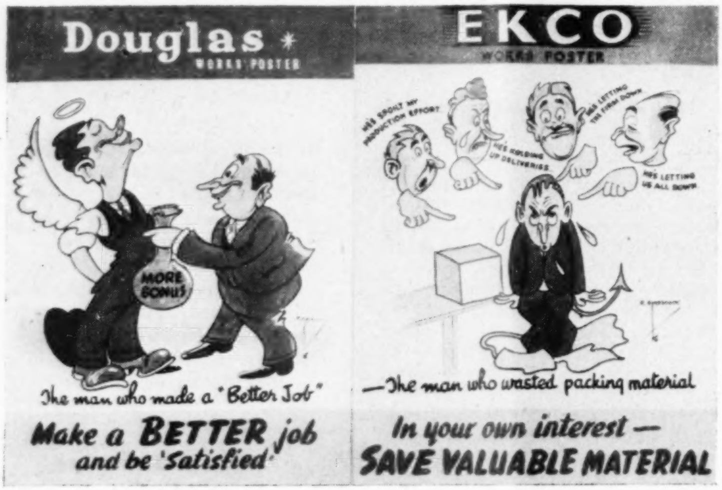
The valveholders (the largest of which is no bigger than a 2s. piece) must conform to a high technical standard, and although mass produced they must be a precision product. To solve the problem of giving every worker ample space without stretching the assembly line unnecessarily, McMurdo have decided on the use of Dexion angle iron, of which the entire assembly line is built.

The various parts for assembly are placed on the conveyor belt at the front of the line and move slowly past the operators, who assemble them in various stages until the complete valveholder comes off the line at the back. There is a great variety of valveholders and a certain fluctuation in the demand for each type cannot be avoided. It has been impossible to establish a steady production rate for each type and it is therefore necessary to increase the capacity of a certain production line from time to time to meet sudden heavy demands.

Quite apart from the ease and convenience of angle iron construction, there is a big advantage arising from the complete interchangeability. Each operator has more than ample room and, if any particular valveholder line should require a temporary increase in production, it is a simple matter to shift each bench up a few inches and screw it into a

(*Continued on page* 460.)

ORIGINAL POSTERS "SELL" BETTER WORK


Douglas
WORKS POSTER
MORE BONUS
The man who made a "Better Job"
Make a BETTER job and be 'Satisfied'
EKCO
WORKS POSTER
HE'S SPOILT MY PRODUCTION EFFORT
HE'S HOLDING UP DELIVERIES
HE'S LETTING THE FIRM DOWN
HE'S LETTING US ALL DOWN
—The man who wasted packing material
In your own interest — SAVE VALUABLE MATERIAL

These posters have the right appeal because they have been designed and produced to meet the requirements of the individual firm. They are examples of the work of designer R. Glasscock.

Labour Turnover—Causes and Cure

WHAT causes employees to leave their jobs? The most common explanation given is "better pay;" but is this the real reason?

The termination rate does not necessarily measure dissatisfaction within the firm; rather it measures the ability of employees to find other jobs. It is doubtful whether any employee has a single reason for leaving a job, or even a main reason. The decision to leave is never a simple one, and the man himself may not be aware of the real reasons, only of a general feeling of dissatisfaction. But once he has made up his mind to leave, a reprimand or a minor grievance will become reason enough.

Labour turnover figures are a useful guide, but they are not the heart of the matter. Comparisons with national averages or with records of other firms may be misleading. To find clues to your own problem you must make comparisons within your own plant. For example, compare yearly or seasonal trends; compare rates in different departments; compare rates on different jobs; check length of service of employees who leave. If these rates are increasing there is need for investigation. A quick and simple method of ascertaining whether there is dissatisfaction is to find out whether management is dissatisfied—with production, supervision, safety, etc. If it is, then there is a good chance that workers and supervisors are dissatisfied, too.

Five suggested remedies for a high labour turnover are:

(1) Put your personnel department in order. Analyse the needs of the plant—you may find that a more scientific method of selection and placement is necessary—then equip your personnel department to deal with them.

(2) Strengthen your induction and training of new workers.

(3) Make one person responsible for training. If your plant is too small to warrant a full-time training officer, how about a part-time one?

(4) Give your foremen plenty of help. Perhaps you need more foremen; or they should be better paid? In any event, train the men you have.

(5) Bolster your employee relations. Consider your working conditions, canteens, benefit plans, incentives, and communications, and find out whether there is room for improvement.

Some labour turnover is inevitable, even desirable; a high labour turnover, however, is something which no firm can afford in these days of rising costs. And the time to prevent an employee from leaving is the moment when the applicant walks in.

(Condensed from *Factory Management and Maintenance,* 1/53.)

Paid to Call "Fire"

EMPLOYEES of Pilkington Bros., St. Helens, are paid to call out their fire brigade. There is no abuse of this system, and the award of 2s. made to each employee who turns in an alarm is an incentive to all-round watchfulness.

This brigade, responsible for fire protection in four large glass works, must be one of the few industrial brigades to have an aviary attached to it. The canaries are kept for testing the atmosphere in flues and caves beneath the tanks before maintenance men begin work.

(Condensed from *Fire Protection Review,* 3/53.)

Corner Guard

STACKS of material with sharp edges protruding are always a possible source of accidents, so Western Electric Co., Chicago, made sheet metal guards to cover the offending stacks.

A sheet of metal is bent to form an angle of 45°, and all edges and corners are rounded off. Guards are painted bright yellow and bear appropriate safety messages on the outside.

(Condensed from *Occupational Hazards,* 2/53.)

From All Quarters

Staff of Shell Refinery and Marketing Co. Ltd., saw a pre-view of the film, *The Stanlow Story,* which provides a record of the growth of the Ellesmere Port refinery over the past four years and was produced by a camera unit permanently located on the site.

* * *

Westinghouse Brake and Signal Co. Ltd., Chippenham, have started a commercial apprenticeship scheme. Boys and girls are offered indentured training as production, estimating and works' accounts clerks.

* * *

New recruits to the staff of the Crusader Insurance Co., Reigate, are given an initiation course designed to give them an insight into the organisation's aims and methods and an appreciation of the insurance profession generally.

* * *

A conference for their production study personnel was held by the Unilever group of companies at Harrogate recently. Talks were given by representatives of industry and the trade unions, and visits were made to factories where delegates could put in some practical work on rating checks.

* * *

George Dobie and Son Ltd., Paisley, have introduced a series of Saturday morning talks on welfare, management and trade union subjects for their supervisors.

* * *

Travel films, made by the chairman of Guy Motors Ltd., Sidney S. Guy, during his visits abroad on the firm's business, were enjoyed by more than

300 employees when they were presented in the works' canteen.

* * *

Goodyear Tyre and Rubber Co., Wolverhampton, held three days' celebrations to commemorate their twenty-fifth anniversary. Employees' families were invited to visit the factory, and the programme included dances, whist-drives, and a boxing tournament.

* * *

Cheques for **£50**, tax free, were presented to each of five employees of Greengate and Irwell Rubber Co. Ltd., who have completed **50** years' service with the company.

* * *

Safe-driving bonuses for an accident-free year paid by T. Wall and Sons Ltd., to their drivers last year totalled **£7,400**.

Ideas & News from House Magazines

Mind the Step

De La Rue's Tynemouth factory is claimed to be one of the safest plants in Britain. This is due to the work of their safety officer who believes in "the personal approach." He walks through the shop and watches the operatives at work. If his practised eye finds a potential danger spot a "safety request" goes to the foreman and a friendly discussion solves the problem. **(De La Rue Journal.)**

Five Hundred Civil Defenders

At a dinner to celebrate the completion of another civil defence training course, the Civil Defence Officer reported that recruitment to the West Wales Section of Richard Thomas and Baldwin's scheme had almost reached the **500** mark. **(Ingot News.)**

The Lucky Ones

Another 500 Unilever employees will visit Holland this summer as guests of the Rotterdam management. They will have opportunities of meeting Unilever staff on the Continent as well as seeing many places of interest. Members of the Dutch Unilever staff will act as guides and interpreters.

The lucky visitors were picked by ballot from employees with five years' service or more. A similar party visited Holland last year. **(The Lobel Magazine.)**

25-Year Club

When 244 employees of John Knight Ltd. attended the annual dinner of the firm's 25-year Club their combined service amounted to 7,693 years. **(The John Knight Magazine.)**

The Prize—Paris !

A week-end in Paris was the reward for winners of the National Cash Register Company's contest for salesmen. At a convention held at the Paris offices of the French organisation, they met the French prize-winners in the contest. **(National Post.)**

Youth to the Fore

Winner of the first prize for the best suggestion in Steel, Peech and Tozer's "Good Housekeeping" competition was a 17½ years old apprentice. His idea was a rack for storing furnace doors—something on the lines of a giant toast-rack. Another apprentice won fourth place in the safety poster contest. **(Phoenix Gazette.)**

The J.P.C. Makes a Tour

Members of the Joint Production Advisory Council toured the Izal factory as part of their monthly programme of departmental visits to learn about the other fellow's job. The tour was followed by tea in the canteen and a talk by the works manager on quality control. **(Thorncliffe News.)**

Jackpot

Seventy-five awards amounting to **£682** were earned by employees for their suggestions at Vauxhall Motors Ltd. during September. These included an award of **£150** for a new system of standard reproduction procedure for making master tracings from suppliers' die line prints and blue prints; **£70** for a suggestion regarding the machining of striking forks on a milling machine; and **£55** for a suggestion for continuing machining operations on different types of cylinder liners. **(The Vauxhall Mirror.)**

Details Cut Accidents

SUCCESSFUL accident prevention is the sum of many small (and familiar) things. This is shown in the account of the methods employed by the Associated Portland Cement Manufacturers Ltd.

The Blue Circle organisation, with twenty-seven cement works, had only 186 accidents during the first nine months of last year, a frequency rate of 1.28. Four works completed the period without a single accident. In 1951, there were 366 lost-time accidents (frequency rate, 1.88) of which only nineteen were directly due to machinery.

Safety propaganda, therefore, is aimed at overcoming the failure of the human element. Each works has a welfare secretary whose duties include attention to safety problems. Their efforts are co-ordinated by four group welfare officers, who in turn are responsible to the chief welfare officer who is in direct contact with the Board.

The company has developed a number of propaganda methods such as safety weeks, the programmes of which include film shows, talks, exhibitions and a special check on safety appliances; safety competitions; prizes for suggestions (cash awards for practical ideas on accident prevention are a part of the firm's normal suggestions scheme); and issue of booklets, on how to avoid trouble, to workers on specially hazardous jobs.

Works which maintain accident-free periods are entitled to hoist the "safety flag." In addition, there is the provision of protective clothing and maintenance of an efficient first-aid organisation.

But more important than all these is the personal interest of the chairman who is willing to go anywhere in the United Kingdom to present safety trophies, and encourage employees.

(Condensed from *Business*, 2/53.)

DISABLED—BUT DOING A GOOD JOB

This group of paraplegics is being trained in clock assembly at the Star & Garter Home, Richmond, under a scheme organised by the Forces Help Society and Lord Roberts Workshops in co-operation with the Enfield Clock Company. The company provides parts for assembly and collects and checks completed clocks. When a man has learnt his job thoroughly the company gives him a test; if he passes he is accepted as a home worker. Some of the men take a further course of training in repair work and qualify for a certificate of the British Horological Institute.

SHELL

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Teepol

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in 4-gallon cans

All commercial undertakings, great or small, can now obtain TEEPOL quickly and easily — for the cleaning of every surface to which water may be safely applied: in offices, stores, hotels, cafes, hospitals, schools, factories, garages, cinemas and all other commercial and public premises.

TEEPOL — already widely used throughout industry for the removal of grease and dirt — is unrivalled for swift, simple, *economical* cleaning everywhere.

The more you use TEEPOL, the more will you appreciate its versatility and *economy* for cleaning everything from delicate paintwork and crockery to heavily-soiled floors and equipment.

TEEPOL (liquid) is supplied in 4-gallon cans fitted with a special economy pouring device; also in 45-gallon drums and 1-gallon cans. Distribution is country-wide, thus ensuring rapid service.

Write for free illustrated booklet, giving practical advice on the uses of TEEPOL, and price list, to any Divisional Sales Office of Shell Chemicals Limited.

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"TEEPOL" *is a Registered Trade Mark*

Johnson, Matthey & Co. are fortunate in having this land which, until built on, is available for realistic exercises. Rescue and first aid personnel are getting in some practice, with the author as a co-operative "casualty."

Organising Civil Defence in a Medium-Sized Works

By **H. W. WEBB,** *Civil Defence Officer, Johnson, Matthey & Co. Ltd., Wembley*

Recognising the force of the Government's contention that civil defence is really a vital form of insurance, a growing number of firms are starting their own civil defence units. Here is the story of how one such firm, starting from scratch, has safeguarded itself with a keen and well-trained team of defenders.

IN July, 1950, the directors of Johnson, Matthey and Co. Ltd., decided to forestall any possible Government direction by instituting a civil defence scheme to operate at each branch of the company. They appointed one of their number, D. McDonald, to undertake the organisation of the scheme.

Naturally, with factories situated so widely apart as the City of London, Maidenhead, Goring, Wembley, Brimsdown, Birmingham, Sheffield, and Burslem, it was impossible to lay down any hard-and-fast programme of development, as local conditions would be so variable. The first step made was to appoint at each branch a member of the staff to organise civil defence within the factory at which he was employed, and to keep him on his toes by an unofficial element of competition between the various branches.

It became my job to inaugurate the civil defence unit for the Wembley branch, which employs approximately 750 persons, (450 male and 300 female). As I had little or no idea how to start, my first step was to contact the Civil Defence Officer for Wembley, L. F. Herbert. I was fortunate in finding Mr. Herbert very willing to help and advise me. At his suggestion, I decided on a target of 5 per cent of the personnel, irrespective of section, to be in the first instance on a common syllabus consisting of basic general, basic first-aid, and basic rescue.

A works civil defence committee was formed by having a member to represent each section of the works. This committee has had as one of its tasks the job of surveying the old A.R.P. shelters and deciding which of them could again be used, if necessary, and what additional construction should be undertaken. It also controls the issue of a *Civil Defence Bulletin* to all members at irregular intervals whenever notice of new courses, film shows, or other information needs to be disseminated. This method ensures that the member does receive the information, which cannot be guaranteed by a display on a notice board, and also creates a sense of being part of a valued organisation.

There are two ways in which an industrial unit may be formed: by the enrolment of volunteers in the local sub-division, or enrolment by the employer. In the first case the instructors are provided free, and equipment is lent during training, but members may be invited to take part in local activities. In the second case the employer must pay for the services of instructors, and for equipment. In our unit we followed the first course.

The factory was duly placarded with requests for volunteers, and when the first twenty members had enrolled in the Wembley sub-division of the Civil Defence Corps, Mr. Herbert arranged for an instructor to visit the works to give our members their "basic general."

This instruction was intended to last 22 hours, and the next point to consider was how to use this time.

I found very early on that, although our volunteers came forward readily enough, there was very little support for any scheme which entailed the use of their free time, the argument being that if they were to be instructed in their own time, they might as well join the local Civil Defence Corps, and not the industrial section.

This points to a fundamental weakness of industrial civil defence. There is no incentive to join it rather than a local unit apart from the possibility of instruction being given in working hours. On the few occasions when instruction after hours was arranged the attendance was so poor as to make the affair farcical.

In view of this experience, and to keep the squad together for as long a time and with as little interference with the daily work as possible, it was arranged for instruction to be given for one hour each week, on Friday afternoons from 4 p.m. to 5 p.m. This arrangement surmounted the difficulty of "tea-breaks," which occur at different times in various parts of the works, and also allowed 15 minutes' grace for the squad members to get back to their benches and clear up before finishing at 5.15 p.m.

Obviously a great deal depends on getting the right type of instructor. Although we were fortunate in this respect, it was felt advisable for one of our number to take an instructors' course. Once again Mr. Herbert came to our aid and made all the necessary arrangements, and consequently when we started our second class some six months after the first, we were able to use our own instructor.

It may be opportune to insert here a note on the cost of instructors' services. At Wembley a charge of 25s. a head is made by the Council for basic general, and 22s. a head for a 10-hour course in basic rescue, or 27s. for a 12-hour course. This includes the loan of all necessary equipment.

Basic First Aid

For our basic First-aid training we were fortunate in having in our employ a "St. Johns" man who, by reason of passing his certificate yearly, was acceptable to the authorities, the rule being that an instructor must have renewed his certificate within the last three years. Once more the Wembley C.D.O. arranged for the loan of the necessary equipment.

Industrial hazards are, as a matter of policy, kept well to the fore in our works, the intention being to make the operators careful in their own interests. Possibly for this reason first-aid classes proved to be extremely popular, and by special request they were continued for many weeks longer than the course required. They were enlivened by occasional staged "accidents" and by a film of "Factory First-aid in a Steel Works" kindly shown to us by the makers of Elastoplast, who supplied operator, screen, projector, and film without charge, and without advertisement of their products.

Practical instruction in basic rescue, our next course, is not so easily given on the employer's premises, although the lectures may be given there. This course is possibly the most interesting and useful of any which the volunteer is expected to take; some preliminary instruction has been given to our squads by G. W. Thorpe, the Chief Rescue Instructor for Middlesex, who so distinguished himself when in charge of rescue work at the Harrow railway disaster last autumn. So far we have been unable to allocate the necessary time to complete the course, which entails two afternoon visits to a derelict site.

As an aid to good fellowship, a certain amount of social entertainment has been arranged for our volunteers, and the company generously gave a dinner, followed by a visit to a theatre in town, for all those officially enrolled.

Other firms on the same estate as ourselves are forming or have formed civil defence units, and there has been a tentative movement towards combining resources in order to ensure that the property is adequately protected. A scheme of this kind is the desire of the local authority, and a committee has been formed under the chairmanship of S. E. Stones, secretary to Johnson, Matthey and Co. Ltd., at Wembley, with this end in view.

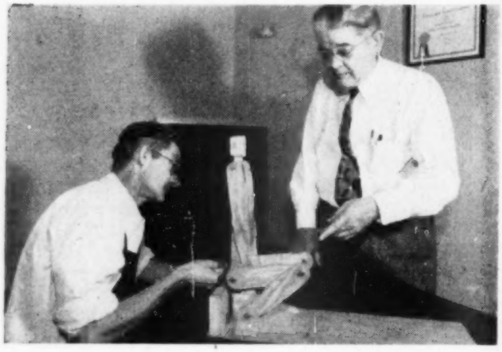
It is hoped that other firms contemplating the formation of a civil defence unit at their offices or works will have found some grain of interest in this brief account of our experiences. Obviously, the first step must be to contact the local Civil Defence Officer and be guided by him. If others are as fortunate as we have been, they will find things made very easy for them.

Teamwork gets the "casualty" into the ambulance in the quickest possible time. These well-trained men and women can be invaluable in peace as well as war—in a fire, for instance, or a factory accident.

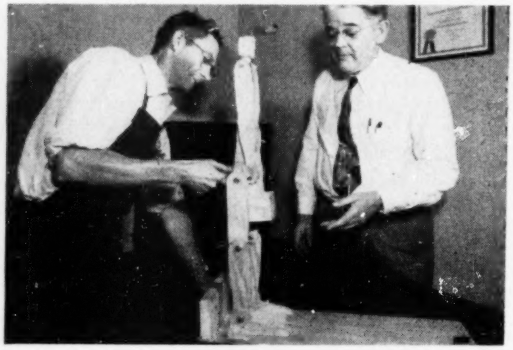
How *(and How Not)* to Lift

OSCAR, the "piecemeal professor of liftology," they call him at the American Westinghouse Co. Armco Steel Corporation, Middletown, Ohio, know him as Little Johnny. So do Cadbury Bros. Ltd., and Rowntree and Co. Ltd., who have adopted (and adapted) him.

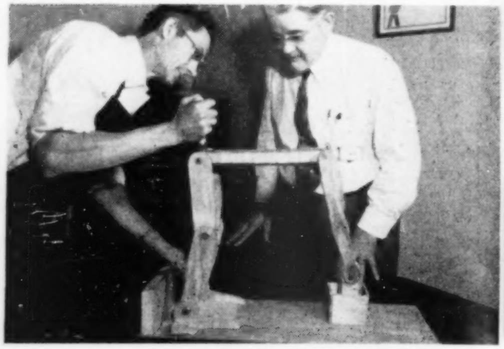
Whatever name he is known by, his constitution is more or less the same: vertebræ of wooden blocks held together by a powerful spring (from an old blind-roller); plywood limbs; back muscles from a discarded inner tube, front muscles of linoleum. His tail has nothing to with his ancestry. It just allows the demonstrator to move him about. His purpose—to show employees the right and wrong ways to lift a load.



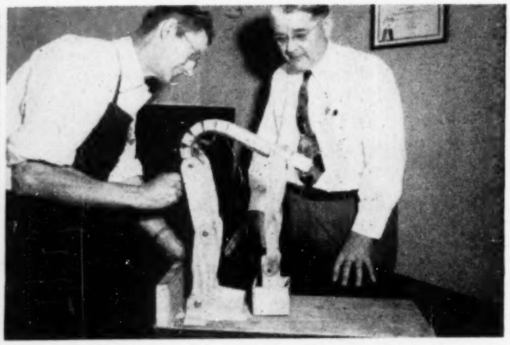
← The American Westinghouse Company's safety director and safety observer use Oscar to show how a lift should be approached: 1. Get a good hold. 2. Back straight, chin in. 3. Feet together and arms close to body. 4. Bend the knees.



Oscar lifts the right way. He has a flexible back, → but the straight lift—in effect, using his legs—causes no bend in the backbone. Weight lifters should get as near as they can to the posture shown in these two pictures.



How **not** to lift. Oscar's back is bent, his legs are straight. Back and stomach muscles are strained.



How not to do it, stage two. Part of Oscar's back lifted, the rest got stuck. Backache to follow.

Better Output in Hosiery and Knitwear

THAT British hosiery and knitwear firms have benefited from a study of American methods is shown by the latest report issued by the British Productivity Council. Recommendations made by the Anglo-American Productivity Team and by a delegation from the Working Party which studied the industry in 1946, have been widely adopted.

Specially useful has been the study of American methods in the production of fully-fashioned nylon hose, in which the U.S.A. gained a lead during the war, and in the use of flow methods in making up. Many companies have reported changes in their manufacturing methods with beneficial results.

Aristoc Ltd. has increased output per employee by over 50 per cent over prewar output, although the labour-force has not been increased and fewer hours have been worked.

William Baker (Leicester) Ltd., has reported that, by using teams working on the flow method, with each team concentrating on a separate garment, production has been increased by 42 to 57 per cent.

90% *Perfection*

Barber and Nicholls Ltd. claimed that as a result of reorganisation and the reduction in the handling of stockings, the percentage of drawn threads has been reduced from 70 to 10 per cent. and the proportion of perfect stockings has increased to 90 per cent.

Cooper Brothers (Nottingham) Ltd., reported that as a result of the introduction of new machinery, output of the cutting room increased 55 per cent; average increase in production has been 22½ per cent.

Munro and Co. Ltd., Edinburgh, has increased production by 40 per cent in some departments by the introduction of the flow method.

Wolsey Ltd. reported that a considerable proportion of half-hose production has been concentrated on standard lines and the volume of production has increased by between 30 and 50 per cent since 1938.

Three more Anglo-American Productivity Teams have now issued their reports:

Inspection in Industry. Finding: that the best British practice was not behind the best in America, but instruction in inspection technique on a national scale should be provided.

The team studying **Machine Tools** found no great differences between the machine tool industries in the two countries, and felt that in both cases they fell very short of the possible standard of productivity. American labour accepted job evaluation as a means of fixing wage differentials, and merit-rating schemes were quite common. But management-labour relations were not as placid as those in the British industry.

On the other hand, the team which reported on **Plastics Moulding** found that mutual understanding between workers and executives in the American industry was one of the main reasons for greater productivity. Piecework payment was less common than in Britain, but shorter meal breaks and more shift-working, more extensive transport, entertainment, and shopping facilities for shift workers, all aided higher output.

Industrial Code

GOVERNMENT proposals for an "industrial code," which would lay down standards in industrial relations to which employers would be expected to conform, were put before a meeting of the National Joint Advisory Council by the Minister of Labour, recently.

It is reported that neither employers' nor trade union representatives showed much enthusiasm for the "code" and no progress was made in producing an agreed draft. The unions felt that it was negative in its intention and would have no legal force. The employers also inclined to the view that present industrial negotiating and conciliation machinery was adequate for the settlement of disputes and maintenance of goodwill in industry.

Manpower Review, 1952

IT is estimated that the total working population decreased by nearly 20,000 in 1952, and numbered about 23,295,000 at the end of the year, according to the *Ministry of Labour Gazette* for February. This was due to a reduction of 35,000 in the number of women employed, which was offset by an increase of 15,000 men. The trend in recent years has been for both the number of men and women to increase; last year this trend was reversed in the case of women, and the increase in the number of men was also smaller than in previous years.

The number in civil employment decreased by over 140,000 during the year, and at December, 1952, was 22,022,000 compared with 22,164,000 at the end of 1951. The largest increase in manpower was in coalmining—3 per cent; main decreases were in textiles—5½ per cent; "other manufactures" over 4 per cent. While it is estimated that there was no change in the number employed in the metals, engineering and vehicles group over the year, there were, in fact, marked changes in employment in some industries within the group; these ranged from an increase of 17 per cent in the manufacture and repair of aircraft to a decrease of 14 per cent in tools and cutlery.

New Safety Centre

WHAT is claimed to be the first industrial safety training centre in Britain, and probably the first in the world, was opened in Birmingham on March 2 by the Lord Mayor, Alderman W. T. Bowen.

Housed in a single-storey building behind the Museum of Science and Industry, Newhall Street, the centre has been equipped by the Birmingham and District Industrial Safety Group with specimen machine tools given by member firms, so that small firms with few facilities for training can send workers for short courses.

At the centre, safety officers from the large firms will give their services to help in training groups from small firms.

Equipment already installed includes a hand press, air press, mechanical power press, capstan lathe, metal cutting bandsaw, polishing lathe; further plant to be installed soon will include drilling and milling machines, guillotines, dust extracting plant and rubber machinery. It is clear that the centre can and will develop as the need grows.

The centre is shortly to inaugurate

LIFE-SAVER FOR ISOLATED PITS

N C B
MINES RESCUE CORPS COATBRIDGE

This National Coal Board rescue van is fitted with 14 beds, hot and cold running water, telephone and radio. Rescue equipment is stored in lockers under the bunks and is accessible from outside so that men sleeping inside need not be disturbed.

short courses for new entrants to industry, particularly school-leavers. The organisers believe young workers should be taught safety methods immediately they enter industry.

Other courses are planned for auto-capstan, drill and mill setters-up, power press tool setters, maintenance men and works safety committee members. In the autumn, courses are to be arranged for building workers, works electricians, and woodworking machinists, while in August it is hoped to bring to the centre apprentices from the Birmingham College of Technology.

Instructors will also include H.M. Inspectors of Factories and specialists, such as tool designers. Courses will be confined to not more than twenty-five students at a time.

Double-Day Shifts?

THE lack of enthusiasm with which representatives at a recent conference of the cotton unions met the Minister of Labour's appeal for the introduction of double-day shift working, appears to have been echoed by the T.U.C.'s representatives when they discussed this matter with the Minister at a meeting of the National Joint Advisory Council.

The cotton employers also had their reservations, and would only consider the introduction of the new system if it were based on a 40-hour week. The unions were not favourably inclined towards this as they claim their present agreements lay down a 38¾-hour week; they also see a threat to the five-day week. The employers, however, insist that the double-day shift is only economic if based on longer hours. The reduction in cost on a piece of cloth was only 4 per cent, and this small margin could easily be destroyed by an increase in labour costs through a shorter working week.

The National Joint Advisory Council were not in favour of the immediate introduction of two or three shifts working; each industry should be allowed to decide for itself if the scheme were practicable.

Fall in Unemployed Total

THE number of unemployed in Great Britain fell by 23,700 between January 12 and February 16, according to figures issued by the Ministry of Labour. The total of 428,800 represents 2.1 per cent of the total employed population.

There was an increase of 1,475 in the Midland Region, where there is redundancy in the motor and some engineering industries. There were decreases of 6,483 in the North-Western Region, where textiles continued to improve, and of 4,175 in Scotland, 2,284 in the Northern Region, 1,816 in the North-Midland Region, 1,692 in the East and West Ridings, and 8,326 in the London and South-Eastern Regions.

Numbers employed in the manufacturing industries rose by 16,000, of whom 4,000 were men and 12,000 women. There was an increase of 21,000 in textiles, but decreases in food, drink and tobacco, and a seasonal fall of 18,000 in the distributive trades. The total working population fell by 12,000.

In Brief

National Joint Advisory Council has recommended that Coronation Day should be a paid holiday

* * *

Minister of War has suggested that units of the Home Guard be organised in factories.

* * *

A small general hardware store has been opened in the centre of the Rubery Owen works at Darlaston, for the use of employees. Protests have been made by local traders who claim that goods are being sold at cut prices.

* * *

Birmingham University is to launch an appeal to industry for funds. It is hoped to raise an extra £80,000 annually for research work.

* * *

Employees of the Midland Bank Ltd. are being asked to re-establish the former staff association in place of the present National Union of Bank Employees which has failed to secure recognition by the management.

* * *

National Union of Teachers is to urge local authorities to follow the example of the London County Council and grant equal pay to women teachers.

* * *

Lowest number of Civil Servants for ten years is recorded in the latest report on staffs employed in Government Departments. There has been a net reduction of 191,899 since January 1, 1952, making the total for all departments on January 1, 1953, 668,536.

* * *

About one hundred apprentices and junior employees attended a talk on the prevention of accidents in industry given by Mr. A. Elson, safety officer, Samuel Fox and Co. Ltd. This was the first of a series of four talks arranged for this year as a result of the success of the series held during 1952 by the Sheffield Group of Ro.S.P.A.

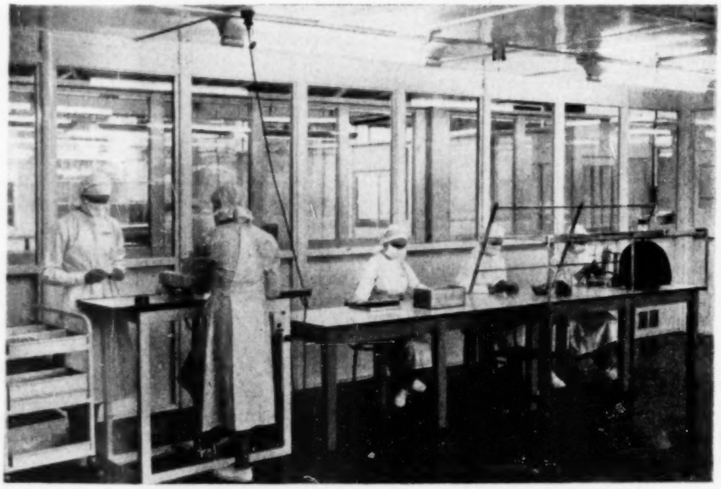
* * *

A foreman from Crewe has been appointed as a toolroom foreman at the Indian Institute of Technology, Karagpur. His first job will be to install some £35,000 worth of machine tools which Britain is providing under the Colombo Plan. Afterwards he will train Indian technicians to use the machines.

* * *

Refresher courses for doctors, nurses

HEALTHY WORK AT THE HORMONE BENCH



These girls rarely get a cold. Clad in masks, gloves, surgeon's type boots and white overalls, they work in a sterile atmosphere filling containers with ACTH (hormone which alleviates rheumatism) and Efocaine, a pain-killing drug. They are employed in the £100,000 extension to Crookes Laboratories Ltd. at Park Royal, London, recently opened by H. R. Mackeson, M.P., Overseas Secretary to the Board of Trade. The girls' health and personal cleanliness are strictly watched. Standards are exacting, yet the work is popular.

and social workers, are to be held at St. Thomas's Hospital, London, from April 14-17. The course for doctors is on "Radiology in the Treatment of Tuberculosis," and that for nurses, etc., on "Domiciliary Treatment of Tuberculosis."

Personal

G. B. L. Chivers, B.Sc., A.K.C., has been appointed staff manager of the sales organisation of the General Electric Co. Ltd. For the past six years he has been staff manager of the company's laboratories at Wembley.

This is G. B. L. Chivers, new staff manager of the General Electric Company's sales organisation.

E. R. Livock, T.D., B.Sc.(Eng.), M.I.E.E., A.M.I.Mech.E., has been appointed controller of education and personnel services with the General Electric Co. Ltd. He has been with the company since he joined the sales organisation in Manchester in 1933.

Another new G.E.C. appointment, E. R. Livock becomes controller of education and personnel services.

B. Morton has been made responsible for apprentice training at Newton Chambers and Co. Ltd. Mr. Morton joins Thorncliffe after a distinguished career in the Regular Army.

Miss E. M. Thomson, of the staff office at Civil Service Stores, London, W.C.2, has been appointed staff training officer for Bearmans Ltd., London, E.11, in succession to Mrs. Barr who has resigned on account of ill health.

"Date of Birth"

A FILM which focuses attention on the economic and social problems associated with the provision of employment for older men and women has been produced by the National Film Board of Canada. An introduction recorded by Sir Walter Monckton, Q.C., Minister of Labour and National Service, emphasises that the points raised are equally applicable to British industry.

The film aims at encouraging employers to remove age barriers when engaging new workers, and shows that older men driving locomotives, navigating ships and doing other responsible jobs indicates the unreality of using age as an index of value.

"Date of Birth" is based on research, now being carried out in Canada, into the relationship between age and capability. This has proved that workers over 45 have fewer accidents and are absent and late less often than are younger workers, while their productivity rate is the same or superior. The film may be hired from the Central Film Library.

Wages News

CINEMA WORKERS—The Cinematograph Exhibitors' Association and the National Association of Kiné and Theatrical Employees have agreed wage increases ranging from 10s. a week for projectionists and foremen, to 4s. for usherettes, and 2d. per hour for cleaners.

CIVIL SERVANTS—First of a series of claims by Civil Service organisations has been submitted by the Institution of Professional Civil Servants which has asked for an increase of 7 per cent for architects, valuers, engineers and other professional employees.

COTTON WORKERS—The cotton trade unions have decided to put forward a new wage claim after the rejection of their claim for an increase of 10 per cent by the Industrial Disputes Tribunal.

ENGINEERS—A resolution calling for a 15 per cent wage increase on consolidated rates in the engineering industries was passed at a recent London conference of engineering shop stewards.

The possibility of a new wage claim is also being considered by the Confederation of Shipbuilding and Engineering Unions. Matters to be put forward by the Confederation include revision of holiday agreements, wages and conditions of skilled maintenance craftsmen, working conditions of apprentices, and overtime and night-shift agreements.

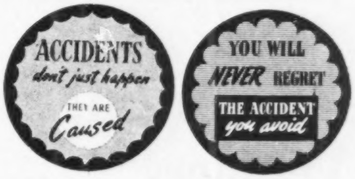
FIREMEN—All ranks up to that of station officer have received a wage increase of 7s. 6d. a week under an agreement between the Fire Brigades Union and the authorities. Higher ranks up to divisional officers, Grade I, received an increase of £25 a year.

PRISON GOVERNORS—A salary increase of £25 a year has been granted by the Civil Service Arbitration Tribunal to governors and assistant governors of men's prisons and Borstal institutions in England and Wales.

POST OFFICE WORKERS—Postmen, counter clerks, telegraphists and other Post Office employees have been granted a wage increase of 7s. a week for men, 6s. for women and 3s. 6d. for juniors.

The Post Office Engineering Union have rejected the award and asked for their claim for an all-round increase of 10 per cent to be submitted to arbitration.

IMBIBING SAFETY



Drip mats for use in canteens, clubs and rest rooms and bearing safety slogans like those illustrated above, have been produced by the Royal Society for the Prevention of Accidents. Printed in two colours on both sides of thick absorbent board, they are available to both members and non-members.

"Greatest Misconception"

SPEAKING at a luncheon of the Institute of Transport recently, Harold Watkinson, M.P., Parliamentary Secretary to the Ministry of Labour, said he wondered whether the findings of the Productivity Teams had not led to the greatest misconception of all—that we as a nation were generally less efficient and less productive than America. This comparison could only be a valid one if our industrial and economic structures were the same, but this was not so.

While we had much to learn from America, we should not persuade ourselves, or our foreign customers, that we had in any degree lost the inventive genius, craft skill and will to work that had made us a leading industrial nation in the world. It was not our capacity that was at fault, but our lack of realisation of the immensity of the task ahead; each one of us must play his full part if we were to succeed.

Building Awards

NATIONAL FEDERATION OF BUILDING TRADE EMPLOYERS is offering prizes to the best apprentices, craftsmen and students employed by member firms. A first prize of £50 and a second prize of £40 will be awarded to the two best craft apprentices or young craftsmen, holding the Higher National Certificate in Building, in each of the Federation's ten regions. First prizes of £25 and second prizes of £20 will be awarded to the best apprentices, young craftsmen and students holding the Ordinary National Certificate.

How to Improve Canteen Manners

By **WINEFRED YEOMANS,**
Industrial Canteen Consultant

A good canteen is a morale builder. It provides refreshment for mind as well as body. But its benefits can be cancelled out if those who use it behave badly—as some do. Bad manners should be attacked firmly, on the lines suggested here.

WHAT are the manners like in your canteen? Satisfactory, I hope. But if you are worried by inconsiderate or dirty behaviour, or even downright hooliganism, take heart. You are not alone in your trouble, and there is something you can do about it.

I know one canteen with nasty little wire-netted windows all down one side of the hall. These are on a level with the tables. It is hard to believe that grown men, most of whose wage packets were in two figures, could be so filthy as to fill the windowsills with their refuse—ice cream cartons and wrappers, fruit stones, fishbones, cigarette packets, lumps of bread and cake and dirty paper. They even threw their bits of sandwiches and fruit parings out over the rails. By the same token they would ignore the waste-paper baskets provided, throwing their rubbish all over the floor as if in open defiance. Night-workers seemed to be worse than day people and far worse than the juniors.

I have seen men throw their tea dregs across the table and then stick bits of torn newspaper on the mess; I have seen patterns made on walls with bits of tomato. No doubt this is the canteen version of drawing mustachios on women's faces, writing unmentionable things on lavatory walls and the women smearing lipstick about their cloakrooms. Psychologists *may* call it a form of rebellion against persons unknown or unnamed, or escapism from anxiety, or self-expression to relieve fear. . . . I call it stark rudeness, disgusting ignorance and selfishness.

Again, there is the matter of complaints. Some customers make a complaint in an abominable and malicious way. They twist and distort the facts, and suggest malice aforethought, cheating and insult to their person on the part of the canteen staff.

There is the chronic moaner who insists on making a long speech enlarging bitterly on the firm's vast wealth *and* meanness and how the working man's non-profit-making canteen is robbing and poisoning him. What he is probably trying to say is that his sandwich has not so much ham or cheese in it as his neighbour's and yet down the road there is Bill's or Mabel's "caff" giving twice as much for half the price and what sort of management and supervision is this?

And there is the gastric on diet who somehow gets hold of chips, then writes three pages followed by a deputation to inform you that he had to spend the night in the first-aid because of rotten fish! And he is reporting you to the Ministry of Food, etc., for trying to kill him.

The canteen staff, too, can cause trouble. Certain members may have been there too long and be on much too friendly terms with a chosen few of the canteen users. Favouritism in service of food and drink is difficult to avoid between two boon companions or friends, and next to this comes insufficient payment if not actual evasion of payment. The chosen few receive smiles and blandishments not offered to the majority of customers, some of whom are apt to "nark" and take it out of the girl who serves them. The whole thing can become so provocative and involved that nothing short of dismissal of the canteen workers involved would do any good at all.

How can all these problems be tackled?

First, remember that "example is better than precept." Good manners are infectious. In businesses where those in authority are habitually well-mannered to one another and to those under them, rudeness, cheeky familiarity and slap-dash crudity are very rarely found among employees and in services between employees.

Members of management can help, too, by paying regular visits to *both sides* of the canteen counter, at night as well as by day if a night shift is working. Such visits are an enormous fillip to pride in the job, a support to the manager in his or her lonely and responsible work and a contribution to the canteen's prestige.

If, however, siting and equipment, conditions for staff and/or users are so bad that "high-ups" feel ashamed, discredited or afraid of trouble when they visit the canteen, and give it a wide berth instead of their blessing,

Where big numbers of people eat together, good manners are vital to the common comfort. Regular visits by management to both sides of the canteen counter do much to keep standards high.

more is the pity. But there is an obvious answer to that!

The maintenance of good standards of behaviour and manners is enormously weakened by shoddy equipment, inconveniences caused by unskilled planning and bad maintenance, low standards of cleanliness and pert, lazy and untrained canteen staff against whom folk rebel obliquely or overtly according to their mentality and upbringing. The canteen manager is up against it when management allows apathy, interference and refusal of commonsense requisitions for repairs and renewals to spoil the canteen. I have often found that, if the maintenance officer (who probably never uses canteen service except for special favours) is uninterested and slack where canteen work is concerned he is taking his line from top management. If engineers, painters and decorators, carpenters and maintenance men on site cannot supply prompt and regular services, then outside contractors—canteen specialists—should be engaged.

"How to Make Complaints" could well be the subject of a talk to workers' representatives. The talk should emphasise the fact that, though complaints now and then are inevitable, the canteen user must remember that a canteen is staffed by human beings, liable as the next one to make mistakes. "Let us get complaints straight," I would say. "Let us have them without garnish, spite or malice." The welfare officer (or whoever is giving the talk) could remind his listeners that you can't hold a proper post mortem on a sandwich that has been in the machine-minder's pocket in a hot machine room all night. Nor can you justly change a picked-over dinner which the customer rudely claims is only half a meal; nor a cake that has been well mauled by filthy hands. If there is some truth in a complaint, a polite approach to the supervisor or manager about it will be the more effective course *and* leave no aftermath.

Flagrant Misbehaviour

In flagrant cases of misbehaviour, the canteen manager or caterer-in-charge should be able to order such stupidly anti-social people out of the canteen *instanter* and, if *that* does not cure the nonsense, have the place closed down till its users can conform to civilised standards. And much the same action should be taken in reply to pilfering, bad language and dirty talk; coming to eat or collect food with filthy hands; slipping cakes and sandwiches into the pockets to avoid payment; and other stupid and repulsive tricks.

Where trade unions operate wisely such conduct is severely dealt with, in accordance with proper practice which I uphold, though the lapse of time between "crime and punishment" is regrettable. All the same, there is much to be said for the canteen manager's being empowered to take the course that he or she would take were the establishment an ordinary restaurant, irrespective of what the unions decide, most properly, to do.

The majority of canteen users are adults; but most people are a bit childish over food. Do we not recall the delight—and disgust—associated with various foods served us in infancy and childhood? Indeed, one of the canteen's functions is to act as a safety valve or comforter. Therefore, it is as well to fit it up with as few invitations to pranks and dirty tricks and other forms of naughtiness as possible.

Skilled staff CAN be found *this* way . . .

Employers with expanding labour forces and those seeking urgent replacements of skilled staff, need go no further than the classified columns of the DAILY HERALD. For the five million readership of this paper includes 3,250,000 skilled workpeople *of every trade!*

Typical DAILY HERALD reader groups are: in Manufacturing and Industry 1,060,000; Building and Engineering 580,000; Commerce and Professions 390,000; Mining and Quarrying 280,000; Transport and Communications 270,000; Distributive Trades 250,000.

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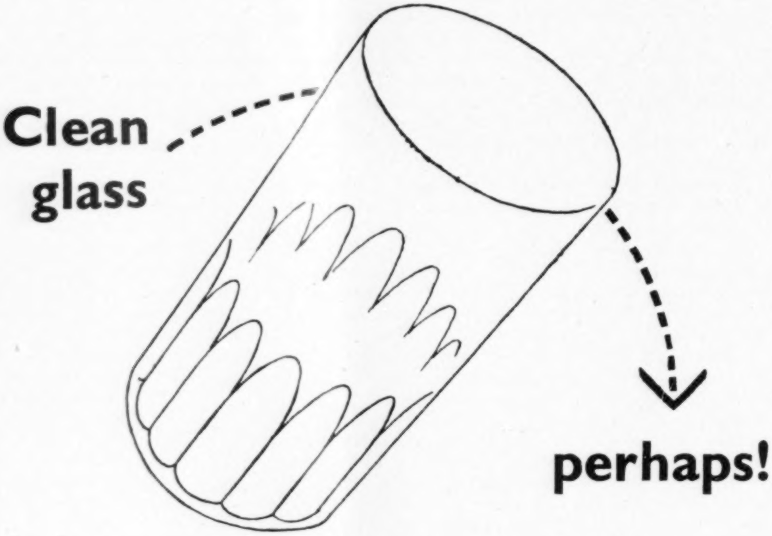


A clean look is not enough:
you have *germs* to contend with!
Make glass, crockery, cutlery
clean *and safe* when washing-up
by following the

DEOSAN ROUTINE

Take note of this! Public opinion
in this matter is on the march . . .

The Deosan Routine is simple, costs little. It adds no "extra work" and kitchen staffs invariably like it. We'll send details on receipt of your address.

DEOSAN LIMITED Catering Hygiene Division, 345 Gray's Inn Road, London, W.C.1
(One of the Milton Group of Companies)

New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph or the firm's name. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

B.I.F. PREVIEW

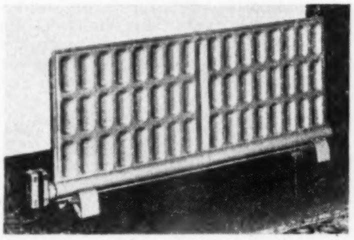
HERE is a preview of some of the exhibits of interest to readers of this journal, to be seen at the 1953 British Industries Fair, which is being held at Castle Bromwich, Birmingham, and Olympia and Earls Court, London, from April 27 to May 8.

Non-Slip Gloves

THREE new products will be shown by *James North and Sons Ltd.*, besides their standard lines. One of these products is the Ribgrip glove. This glove is fabric-supported P.V.C. and is said to be particularly suitable for non-slip applications such as the operating of process valves, pushing drums, etc. (see illustration).

Of the other two new items, one is a heavy duty glove (also of fabric-supported P.V.C.) designed for work such as building construction and demolition, handling of iron and steel, sheet metal, etc., and generally rough work that demands a reinforced palm type of glove. The other new product is a range of foul weather clothing, the seams of which are stitched with Terylene thread which is said to be of high tensile strength and completely resistant to severe climatic conditions. Standard and lightweight gloves, headgear, aprons and other items will be also shown in the P.V.C. range. *(Earls Court.)*

Electric Radiators



ONE of the main exhibits on the stand of *Dimplex Ltd.*, will be a special Coronation model E.R. 316. The radiator is oil-filled with 1,250 w. loading. It is thermostatically controlled with a pilot light on the thermostat. The light remains on only when the current is being consumed.

The length of the radiator is 48¾ in., and the height is 22½ in (including feet). It can be operated by plugging into any power point. Also to be displayed will be pressed steel water radiators. *(Castle Bromwich.)*

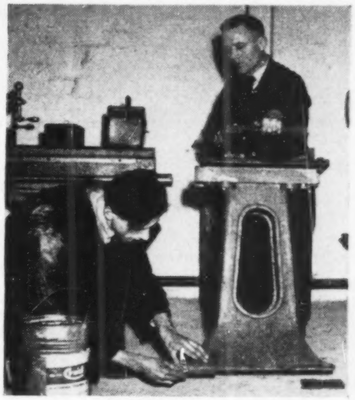
Clothes Lockers

NORWOOD STEEL EQUIPMENT (LONDON) LTD., will be showing a range of sheet steel equipment for offices and factories. Included is a clothes locker which, when sent out unassembled, can be easily erected on site. The makers supply full-height lockers in single units only. The full-height lockers have a hat shelf and two coat-hooks fitted. *(Olympia.)*

Adhesive Mountings

COOPER AND CO. (BIRMINGHAM) LTD. claim that sticking machines down with glue-soaked felt avoids damage to factory floors. Vibration is absorbed, reducing the loads on machine bearings. More accurate work can be done with less fatigue to operators. On their stand they will be exhibiting the Croid-Cooper method of machinery installation.

To install a machine, four pads or strips of Cooper's felt, a little larger than the feet on the machine base, are needed, together with a tin of Croid "65" machine-mixing glue. The machine base and required area of floor are then cleaned and the pads soaked in the glue. The pads are stuck on the machine base (as shown in illustration) and in three hours the installation will be firm. This method is said to give a holding power of more than 50 lb. to the square inch. *(Castle Bromwich.)*



Space Heaters

A RANGE of Autolec electrode steam raisers and water boilers will be shown by *G. W. B. Electric Furnaces Ltd.* The scope of this range will be demonstrated by an 800 kw. water heater and the smallest water heater of its type ever produced in this country. The latter, rated at 15 kw., is being shown for the first time. It is said to be of particular value to users requiring small intermittent supplies of heated water for space and process heating.

Also on display will be a flow diagram illustrating the application of a thermal storage system. (*Castle Bromwich.*)

Blink-lite

TO be exhibited by *L. G. Hawkins and Co. Ltd.* is this new automatic flashing lantern. Particularly suitable for Civil Defence activities, this Blink-lite is designed to give at a turn of a switch, a white beam, at a second turn a red flashing signal, and at a third turn the red flasher only.

Constructed of steel, the lamp is weatherproof and rustproof. Its overall height is 12¼ in., and weight 2 lb. The lamp can be left hanging, standing or hung on the wall. The body can be pivoted to direct light to any direction and the white beam can be focused. (*Castle Bromwich.*)

New Barrier Cream

A NEW barrier cream of *Rozalex Ltd.* is being shown for the first time at the B.I.F. It is their No. 8 cream and is designed for use where a very high degree of surface protection of the skin is required. It is said to have been found effective against the more severe types of mineral acids and alkalis used in industry generally, and industrial solvents commonly in use today. It should thus have many applications in industries using not only synthetic solvents and finishes, but also the more virulent cleansing and rust prevention and removal processes now common. (*Castle Bromwich.*)

Dustless Duster

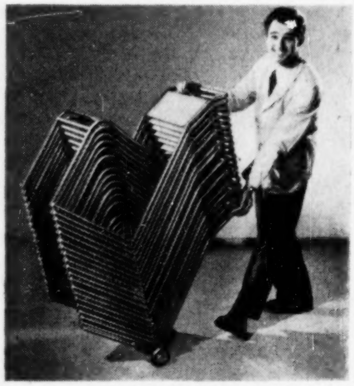
A BETTER housekeeping aid, the "Elbie" dustless duster, will be exhibited by *Batley and Co.* It is an absorbent fabric which needs no shaking, never leaves fluff in its wake and polishes while it dusts. It can be washed without losing any of its qualities. The duster has been tested by a member of the staff in this office. (*Olympia.*)

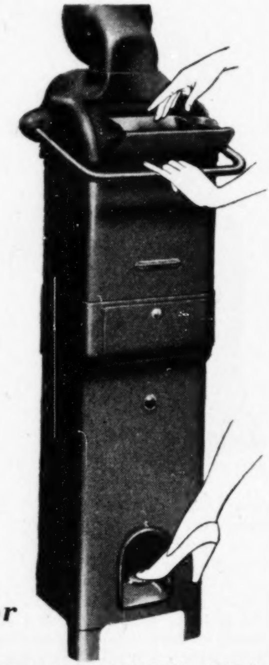
End of B.I.F. Preview

SEATING

Handy Chair Trolley

HERE is a trolley, fitted with rubber-tyred wheels, which fits under a stack of twenty chairs,





We've solved an essential welfare problem—

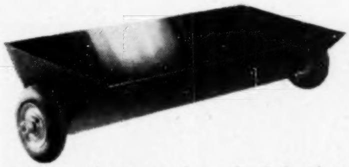
the hygienic and rapid disposal of used sanitary wear and surgical dressings.

- ✓ Perfectly safe and simple to operate—the G.E.C. sanitary incinerator is entirely automatic
- ✓ Pressure on foot lever opens receptacle for discarded material which is rapidly reduced to ashes
- ✓ Robustly built and attractive in appearance
- ✓ Fully guaranteed for 12 months

Fully descriptive leaflet available on request

G.E.C. **electric SANITARY incinerator**

THE GENERAL ELECTRIC CO. LTD., MAGNET HOUSE, KINGSWAY, LONDON, W.C.2

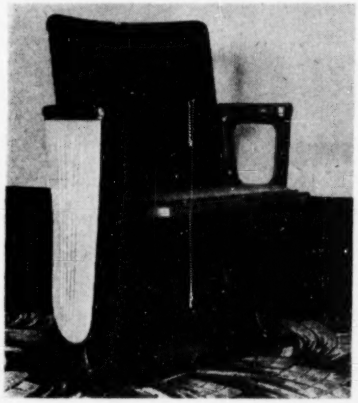


enabling them to be wheeled along with very little effort (as can be seen from the illustration). **(PM/619.)**

Adaptable Chair

SUITABLE for works assembly halls or cinemas, this new chair is adaptable to every rake and type of floor and to varying distances between centres and rows. Variations in lengths of rows are provided for by elongated slots in the seat and back brackets. The height of the seats can be adjusted to suit individual requirements, and the type of upholstery chosen. The chair can be adapted to provide a width up to 24 in. between centres, with ½ in. range of individual variation per chair, when seating is installed in concentric rows.

The arm pads are of a comfortable length and are of high-polished hardwood, as is the back of the chair. The seat is of the automatic tip-up type. **(PM/620.)**



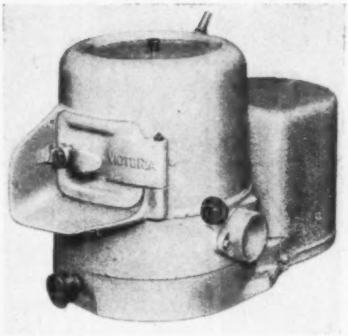
Filing Stool

OF interest to members of the welfare department is this mobile filing stool on castors with rubber treads. It is designed to reduce the fatigue incurred in filing at the two bottom drawers of a cabinet, thus increasing the efficiency and capacity for work of the operator. The 12 in. diameter upholstered seat is covered in Vynide, neutral shade. **(PM/621.)**

CANTEEN

For Small Canteens

THIS potato peeling machine has been designed for the user of small quantities of potatoes. It will peel 6-7 lb. in 60 seconds. Fitted with a ¼ h.p. electric motor wound to suit any electricity supply, the machine has Carborundum side linings and revolving bottom plate. The abrasive material has a long life and provides a quick peeling action, it is claimed. These abrasive surfaces can be renewed and replacements fitted in a few minutes.



The machine can be quickly dismantled for cleaning, without the use of tools. The model is supplied in a grey mottled stove enamel. **(PM/622.)**

ADMINISTRATION

Calendar Clock

IN addition to recording the time, this clock also indicates day, date and month. The mechanism needs no further attention once the clock has been linked to a mains supply; changes are made automatically and there is even provision for leap years without any adjustment.

The clock is housed in an oak case with an inlaid walnut front, and is fitted with brass fingers and hour blocks. The diameter of the face is 11 in., height 20 in., width 13 in., depth 4 in. with covered wall fixing. It can be supplied to operate from 110/250 volt 50-cycle supply, or to serve as a slave-clock for 12 or 24 volt

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Attractive 20 in. diameter Buff Warerite top table with metal band, supplied in Walnut or light Oak colour frames 84/-

Whilst stocks last

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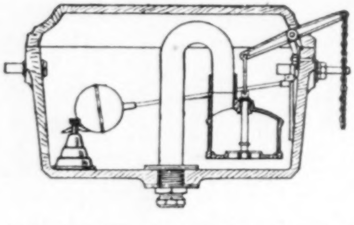
with master clock installations. The mechanism is said to be entirely independent of mains variations.
(PM/623.)

HYGIENE

Hygiene for Toilets

THIS device automatically releases a few drops of concentrated disinfecting and deodorising fluid into the water each time the lavatory is flushed.

It is installed in the position shown



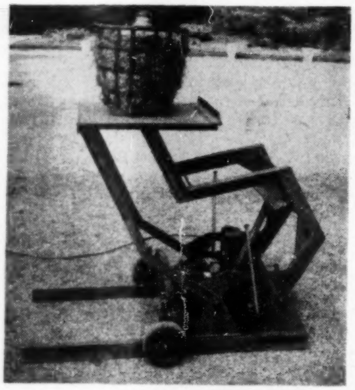
(left of picture), having been filled with a fluid provided by the manufacturers. The top unscrews for filling. The appliance can be supplied in burnished copper and cellulose finishes. Industrial units can be installed, maintained and replenished by the manufacturers. **(PM/624.)**

HANDLING

Non-tilt Loader

CLAIMED to lift 7 cwt. to a height of 4 ft. 6 in. in five seconds from a 3 in. loading position, this mobile loader is suitable for "this side up" loads which must not be tilted. The lifting mechanism can be operated by an electric motor driven (a) from the mains or (b) from a battery, or by petrol engine, as desired.

When in use the machine rests on the ground in order to ensure minimum initial loading height and maximum stability. It can be moved about the yard or works by one individual, the unit being raised on its rubber tyred, roller bearing, tricycle undercarriage, which is hydraulically retractable.
(PM/625.)



LIGHTING

Louvred Laylight

THIS new type of fluorescent laylight is so designed that the complete unit, normally recessed in the ceiling, can be lowered to grouped level for servicing by one man without interfering with the work of a department. The fitting is lowered by a self-sustaining winch, and as the frame drops, the louvre slides forward uncovering the lamps. When in a raised position, the laylight is secured by an automatic catch and looks like a normal fitting. **(PM/626.)**

HEATING

Flueless Heater

NO chimney is needed to carry off the products of combustion in this gas-operated space heater. The exhaust gases are mixed with many times their own volume of fresh air, then passed through grills or ducting into the areas to be heated. On its way to the burners the gas passes through a filter chamber which removes about 70 per cent of the residual sulphur.
(PM/627.)

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STEEL BUILDINGS 108 ft. x 22 ft. x 14 ft. high
STEEL BUILDINGS 108 ft. x 30 ft. x 14 ft. high

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 165. The Ostrich and Fancy Feather and Artificial Flower Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated February 5, 1953, made by Minister of Labour and National Service under Section 10 Wages Councils Act, 1945(a). *H.M.S.O. 2d.* (Amends Order O.F.(18) by increasing statutory minimum remuneration payable. Operative from February 20, 1953.)

No. 189. The Dressmaking and Women's Light Clothing Wages Council (Scotland) Wages Regulation (Holidays) Order, 1953. Dated February 10, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O. 6d.* (Revokes Order W.D.S.(50) and fixes holidays and holiday remuneration payable. Operative from February 27, 1953.)

No. 214. The General Waste Materials Reclamation Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1953. Dated February 12, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O. 4d.* (Revokes Order D.B.(38) and fixes holidays and holiday remuneration payable. Operative from March 2, 1953.)

No. 252. The Corset Wages Council Wages Regulation Order, 1953. Dated February 19, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O. 4d.* (Revokes Orders K.(30) and K.(34) and fixes new statutory minimum remuneration payable. Operative from March 6, 1953.)

No. 280. The Rope, Twine and Net Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1953. Dated February 27, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a-). *H.M.S.O. 6d.* (Revokes Order R.(84) and fixes new holidays and holiday remuneration payable. Operative from March 13, 1953.)

No. 287. The Jewellery and Silverware Council (Dissolution) Order, 1953. Dated February 25, 1953, made by the Board of Trade under Section 8, Industrial Organisation and Development Act, 1947(a). *H.M.S.O. 4d.* (Provides for the dissolution of the Council and for the application of surplus funds to the improvement of design and the promotion of export trade. Operative from March 1, 1953.)

GENERAL

Heating and Ventilation. Issued by the Ministry of Labour and National Service, Factories Department, January, 1953 Summarises main points requiring attention in connection with heating and ventilation of factories. (Form 299.) *H.M.S.O. 3d.*

Coal Mines Act, 911. (Medical Examinations; Surveyors and Plans; Shallow Workings—Regulations.) Issued by the Ministry of Fuel and Power, February, 1953. (M. & Q. Form No. 156.) *H.M.S.O. 9d.*

Civil Defence. Manual of Basic Training Vol. 1. Pamphlet No. 4. Headquarters Section. Issued by the Home Office, February, 1953. *H.M.S.O.* 1s. 6d.

INDUSTRIAL DISPUTES TRIBUNAL

AWARDS

No. 289. Rates of Wages of Certain Workers Employed by a Firm of Contractors in Wiltshire Engaged in Road Making and Repairs. Claim: For implementation by employers of certain wage increases agreed by the Joint Conciliation Committee for the Road Roller Hire Service. Award: In favour of claim. (10/12/52.)

No. 290. Remuneration of District Agents Employed by the Pearl Assurance Company Limited. Claim: For salary increase. Award: Increase of 6s. a week. (15/12/52.)

No. 291. Rates of Wages and Conditions of Employment of Tugboatmen Employed on the River Tyne. Claim: For increase in basic wages and variations in conditions of employment. Award: (1) Increase of 8s. 6d. per week in basic rates of adults; (2) basic rate for boys to range from £2 7s. 6d. for the first year to £4 5s. for the fifth year, subject to attainment of adult rate at 21. The claim for amendment to the rules was found not established. (18/12/52.)

No. 292. Annual Holiday of Certain Workers Employed by a Firm in London Engaged in the Manufacture of Breeze Blocks. Claim: For implementation by the company of extended annual holiday agreement laid down by the National Joint Industrial Council for the Cast Stone and Cast Concrete Products Industry. Award: In favour of two weeks' paid holiday, with payment in lieu in respect of the second week for the 1952 holiday period. (22/12/52.)

No. 293. Rates of Wages and Conditions of Employment of Certain Workers Employed by a Food Manufacturing Firm Near Wigan. Claim: For observance by employers of terms of agreement laid down by the Joint Industrial Council for the Food Manufacturers' Industrial Group. Award: In favour of claim. (23/12/52.)

No. 294. Terms and Conditions of Employment of Workers Employed by a Firm of Basket and Hamper Manufacturers in Lincolnshire. Claim: For observance by employers of the terms and conditions of the agreement laid down by the National Joint Industrial Council for the Basket Making Industry. Award: In favour of claim. (23/12/52.)

No. 295. Remuneration of Certain Workers Employed by an Engineering Firm in London. Claim: That increase of 11s. a week which became operative in the engineering industry from November, 1951, be added to the composite rate for the purpose of piecework bonus calculation. Award: Claim not established. (29/12/52.)

No. 296. Remuneration of Certain Workers Employed by an Engineering Firm in London. Claim: That increase of 11s. a week which became operative in the engineering industry from November, 1951, be added to the composite rate for the purpose of piecework bonus calculation. Award: Claim not established. (29/12/52.)

No. 297. Salary Scales of Male Clerical Staffs Employed by the Royal Liver Friendly Society at their Head Office in Liverpool. Claim: For improved salary scales for men. Award: The Tribunal awarded that the basic scale of salaries for permanent male clerical staff range from £3 a week at 16 to £10 10s. at 40; first-class clerks to receive £1 a week above the basic rate. The Tribunal referred back for settlement the question of salary scales for other grades of staff. (2/1/53.)

No. 298. Grading of Certain Clerical Staff on the Establishment of the St. Helier Group Hospital Management Committee. Claim: Dispute regarding grading of clerks to chest physicians. Award: The Tribunal found that the employees concerned should be graded in the clerical division of the scheme for remuneration and conditions of service contained in Circular R.H.B.(48)13 April, 1948. (2/1/53.)

No. 299. Remuneration of Holidays with Pay of Certain Workers Employed by an Engineering Firm at Aylesbury. Claim: For implementation by company of engineering agreement dated November 29, 1951. Award: In favour of claim. (8/1/53.)

No. 300. Starting Rate of Machinemen Employed in the Engineering Industry in the Dundee District. Claim: Dispute concerning starting rate. Award: That the district starting rate for machinemen be not less than 5s. a week above the minimum rate for labourers. (12/1/53.)

No. 301. Wage Rates of Manual Workers Employed by Local Authorities in England and North Wales. Claim: Wage increase of 7s. 6d. for men and 5s. 6d. for women. Award: Increase of 1d. per hour for men and ¾d. for women. (12/1/53.)

No. 302. Rates of Wages in the Heavy Chemical, Fertiliser and Plastics Industries. Claim: For substantial wage increases. Award: Increase of 1d. per hour for men and ¾d. for women, with proportionate increases for juniors. (13/1/53.)

No. 303. Cost of Living Bonus for Workers Employed in the Shawl Section of the Hosiery Industry in the Hucknall District. Claim: That cost of living bonus of 7d. in the 1s. paid when the Retail Prices Index stood at 138 should have been maintained when the Index dropped to 137. Award: Claim not established. (20/1/53.)

No. 304. Terms and Conditions of Employment of Workers Employed by a firm of Retail Grocery and Provision Merchants at Shrewsbury. Claim: For observance by the company of the terms and conditions of the agreement between the National Association of Multiple Grocers and the Union of Shop, Distributive and Allied Workers. Award: In favour of claim. (21/1/53.)

No. 305. Application of a Specified Apprenticeship Scheme to Workers Employed by a Firm of Joiners and Builders at Troon. Claim: For observance by employers of the recognised terms and conditions of the Apprenticeship scheme agreed between the Scottish National Building Trades Federation, the National Federation of Master Painters in Scotland and the Scottish Federation of Plumbers' and Domestic Engineers' Associations, together with the building trade unions. Award: In favour of claim. (21/1/53.)

No. 306. Rates of Wages in the Cotton Industry. Claim: For increase of 10 per cent. Award: Claim not established. (23/1/53.)

No. 307. Rates of Wages and Conditions of Employment of Certain Workers Employed by a Firm of Retail Grocery and Provision Merchants at Cromer. Claim: For observance by company of terms and conditions of a draft agreement. Award: The Tribunal found against the claim as stated, but awarded that the company should apply the terms and conditions of the agreement between the National Association of Multiple Grocers and the Union of Shop, Distributive and Allied Workers. (27/1/53.)

No. 308. Wage Rates of Certain Semi-skilled Workers Employed by an Aircraft Manufacturing Firm at Kingston-on-Thames. Claim: That company should regard certain grades of semi-skilled workers as being in receipt of rates related to those of skilled workers when applying to them the national engineering agreement of November, 1950. Award: That semi-skilled workers whose basic rates prior to November, 1950, were 4s. a week or less below the basic for skilled workers, should receive an increase of 11s. a week in their consolidated rates. (27/1/53.)

No.309. Rates of Wages of Workers Employed in the Vehicle Building Industry in the United Kingdom. Claim: For substantial wage increase. Award: Increase of 2d. per hour for men, with pro rata increases for women. Increases arising from this award for piece-workers or workers on incentive bonus systems, etc., shall not exceed the increase applicable to time workers. (30/1/53.)

No. 310. Rates of Wages in the Metal Finishing Industry. Claim: For wage increase of 4d. per hour for all adult workers, with proportionate increases for juniors. Award: Increase of 2d. per hour for men, 1½d. for women, with proportionate increases for juniors. (2/2/53.)

No. 311. Observance of Recognised Terms and Conditions of Employment in Respect of a Worker Formerly Employed by an Engineering Firm at Huddersfield. Claim: That company observe terms of engineering agreement and pay a named worker one week's wages in lieu of notice. Award: In favour of claim. (6/2/53.)

No. 312. Grading of an Administrative Officer at a Hospital at Banstead, Surrey. Claim: That assistant finance officer be graded "G" under terms of A.C. Circular No. 17. Award: Claim not established. (6/2/53.)

No. 313. Rate of Pay of Shift Porters Employed at a Hospital at Southampton. Claim: That the liability of shift porters to perform duties of a higher grade than Group 1 entitles them to be paid Group 2 rate. Award: That shift porters be paid 50 per cent of their working time at Group 2 rate. (6/2/53.)

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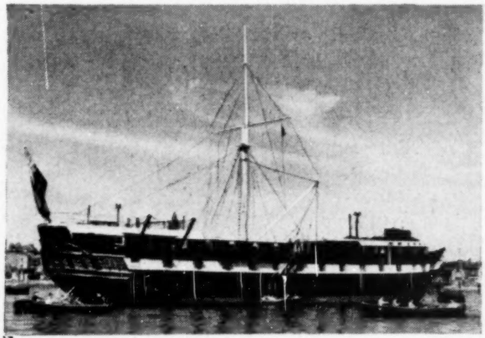

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Management Diary for April

BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION

April
10-12 **Sussex,** Horsley Towers. "Schools, Industry and Commerce."
20-24 **Sussex,** Roffey Park. "Work Simplification" (Course for supervisors and junior management.)
21-23 **London,** Communications Centre, 8 Hill Street, W.1. "Running a Meeting." (Senior management course.)
27-May 1 **London,** Communications Centre, 8 Hill Street, W.1. "Running a Meeting." (Instructors' course.)
27-May 1 **Sussex,** Roffey Park. "Visual Aids." (Course for education and training officers.)

BURTON MANOR

19-24 **Burton in Wirral.** "Safety in the Electrical Industry."
26-May 8 **Burton in Wirral.** "Supervisory Management."

INDUSTRIAL WELFARE SOCIETY

9 **London,** 48 Bryanston Square, W.1. Canteens Debate.
14 **Bristol.** Executives' Meeting.
14 **Liverpool.** Foremanship Course.
15 **Cardiff.** Executives' Meeting.
15 **Liverpool.** "Preparing A Supervisory Training Scheme."
16 **Swansea.** Executives' Meeting.
16 **Doncaster.** Canteens Meeting.
17-20 **Clacton,** Outon Hall Hotel. "Conference for Cooks."
21 **Southampton.** Executives' Meeting.
21 **London,** 48 Bryanston Square, W.1. "Sports and Social Clubs—Starting a New Section."
20-24 **London,** 48 Bryanston Square, W.1. "Human Relations in Industry for Senior Executives."
22 **London,** 48 Bryanston Square, W.1. "The Working Environment in Offices."
23 **Glasgow.** "Manual Lifting and Handling."
28 **Coventry.** Advisory Meeting.
29 **London,** 48 Bryanston Square, W.1. "What is being done in our company about Sickness Payment Schemes." 2.30 p.m.
29 **Birmingham.** Advisory Meeting.
30 **London,** 48 Bryanston Square, W.1. "Preparing a Company Training Scheme."
30 **Manchester.** Canteens Meeting.

INSTITUTE OF ECONOMIC ENGINEERING

4 **Glasgow,** 70 Bothwell Street. 10.30 a.m. "Paperwork as Time Study Sees It." E. Ronalds.
26 **Manchester,** Midland Hotel. 2.30 p.m. Open Discussion.

INSTITUTE OF INDUSTRIAL SUPERVISORS

9 **Leeds,** Great Northern Hotel. 7.30 p.m. Foremen's Forum.
9 **London,** Polytechnic, Regent Street, W.1. 7.30 p.m. "Relationships between Management and Trade Unions." J. G. McLeod and A. M. F. Palmer.
9 **Smethwick,** Chance Technical College. 7.30 p.m. "Managing Men, Materials and Machines." S. Waugh.
14 **Dudley,** Dudley and Staffordshire Technical College. 7.30 p.m. "Time Study on the Shop Floor." H. W. Marsh.
14 **Kidderminster,** Carpet Manufacturing Co. Ltd. 7.30 p.m. "Industrial Law." A. M. B. Rule.
14 **Newark,** County Technical College. 7.30 p.m. "Job Evaluation—Its Objectives and Application."
16 **Rotherham,** Whitehall Restaurant. 7.30 p.m. Foremen's Forum.
16 **Merthyr Tydfil,** Kaysor Bondor Ltd. 7.30 p.m. "How We Acquire Skill." E. Lloyd.
16 **West Bromwich,** Sandwell Hotel. 7.45 p.m. "Production Incentives." F. B. Willmott.
17 **Manchester,** Clayton Aniline Co. Ltd. 7.30 p.m. "The Foreman and Materials Handling." A. J. Mansell.
22 **Bristol,** Grand Hotel. 7.30 p.m. Members' Discussion Night.
28 **Kidderminster,** Carpet Trades Ltd., Canteen. 7.30 p.m. Foremen's Forum.
29 **Frome,** The Lamb Hotel. 7.30 p.m. Members' Discussion Night.
24-26 **Stirlingshire,** Bridge of Allan, Allan Water Hotel. "The Practice of Supervisory Management." (Residential Course.)

INSTITUTE OF PERSONNEL MANAGEMENT

9 **London.** "Methods of Wage Payment."
9 **Chester,** Queen's Hotel. 7 p.m. Arthur Deakin (Secretary, Transport and General Workers' Union).
9 **Cardiff,** Park Hotel. 6.45 p.m. "Work Study." R. W. Newton.
10-12 **Manchester.** Northern Region Conference.
13-18 **Skelmorlie,** near Glasgow. Study course in "Industrial Relations."
16 **Nottingham,** Gas Showrooms, Parliament Street. 6.30 p.m. "The New Secondary Schools and Industry." F. A. Crofts.
16 **Edinburgh.** "The Industrial Chaplain and Personal Consultation." Rev. Wm. McIntyre.
20 **Northampton,** Manfield and Son Ltd., Wellingborough Road. "Training Scheme in Operation at Stewarts and Lloyds Ltd., Corby." A. E. Taylor.
20 **Glasgow.** North British Hotel. 7 p.m. "The Employment of Disabled Persons in Industry." Prof. Thomas Ferguson.
21 **Newcastle,** The Arts Centre, Pitfield House, The Brampton. 6.15 p.m. "Sociological and Psychological Studies as they Relate to Industry." Prof. W. A. C. Stewart.
22 **York,** The Cocoa Works. 6.30 p.m. "Selection and Training Methods." T. M. Higham.
23 **Southampton,** E. Mayes and Son Ltd., High Street. 7 p.m. "The Changing Emphasis in Personnel Work." Miss E. M. Pepperell.

INSTITUTION OF PRODUCTION ENGINEERS

1 **Nottingham,** Victoria Station Hotel, Milton Street. 7 p.m. "Lighting for Production." F. Jamieson.
15 **Birmingham,** James Watt Memorial Institute. 7 p.m. "The Contribution of Human Skills to Increased Productivity." W. D. Seymour.
21 **Oxford,** Morris Motors Ltd., Apprentice School, Holloway Way. 7.15 p.m. "Some Aspects of the Study of Working Methods." A. B. Armstrong.
28 **London.** 36 Portman Square, W.1. 7.15 p.m. "The Factories Act as it Affects the Production Engineer." Mr. Stockbridge.
29 **Shrewsbury.** The Walker Technical College, Oakengates. 7.30 p.m. "Incentives." B. M. Sixsmith.

INSTITUTION OF WORKS MANAGERS

7 **Sheffield,** Grand Hotel. 7.30 p.m. "The Bones of Industry." A. Elson.
14 **Birmingham,** Grand Hotel. 7 p.m. "Works Study and Job Evaluation."

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

9-10 **London.** "Staff Assessment Procedures."
13-14 **Newcastle.** Course for Supervisors.
15-16 **Newcastle.** "Staff Assessment Procedures."
17-19 **Buxton,** Palace Hotel. N.I.I.P. Annual Conference.
20-24 **London.** Course II in Selection Methods. (Interviewing.)
27-May 1 **London.** Course in Training Methods.

PENDLEY MANOR

13-18 **Tring.** Foremen's Course.
27-May 2 **Tring.** Foremen's Course.

URCHFONT MANOR

10-12 **Devizes.** "Industry Looks at the U.S.A." (Report by staff of Anglo-American Productivity Council.)
20-30 **Devizes.** "The Human Factor in Industry." (Course for foremen, shop stewards and operatives.)

MORE ELBOW ROOM

Continued from p. 439

convenient slot in the longitudinal Dexion angle along the conveyor. Extra benches can then be dropped into the line at either side of the conveyor. This reorganisation can, in practice, be carried out by two men in a quarter of an hour. After the rush of work has finished, the line can be returned to its previous condition in a similar time.

Since it is such an easy matter to reorganise the assembly line, there is no temptation to put the greatest number of benches into the space available and to crowd workers into narrow spaces, even though some of the benches may not be in use.

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Despite the repetitive yet critical nature of this work, the production rates achieved are high and morale is exceptionally good. Absenteeism and the turnover of labour are said to be low. The management attribute this healthy state of affairs to a very large extent to the arrangements described above.

Graduates Wanted

INDUSTRY'S growing demand for university graduates was confirmed in a report of a recent conference on industry and the universities, issued by the Federation of British Industries.

There was general agreement with the view expressed by the chairman, Sir Edward Herbert, that the value of a university graduate in industry lay in the "trained and flexible mind" which three or four years' mental discipline might be expected to produce. He stated that in its future leaders industry would seek a combination of three main categories of ability: the capacity to equip oneself thoroughly with expert knowledge of a specialised kind; to relate one's specialist function to the conduct of the business as a whole; and to accept the moral burden of responsibility.

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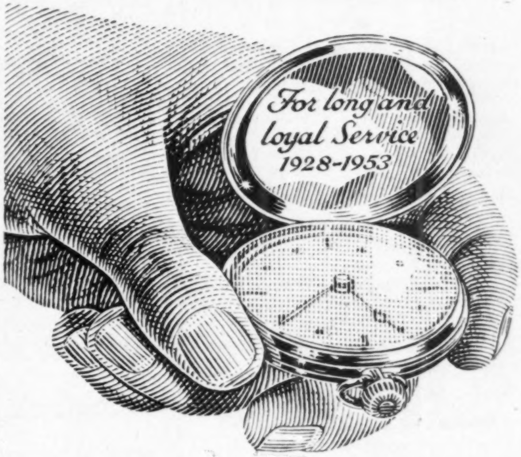

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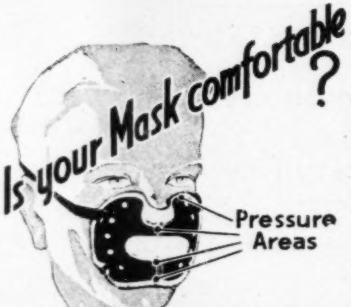

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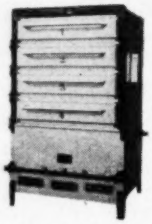

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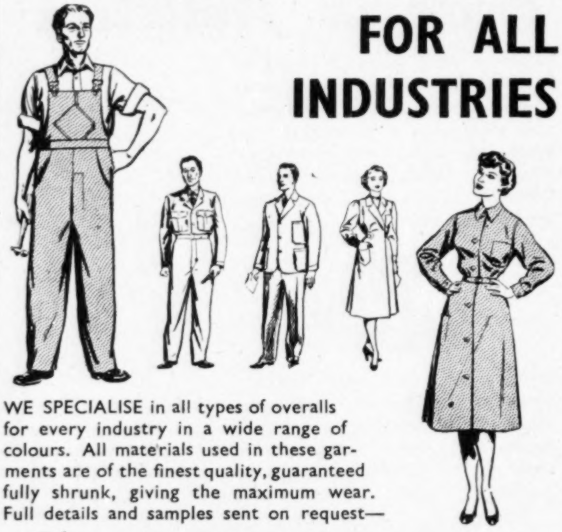

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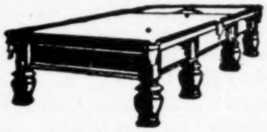

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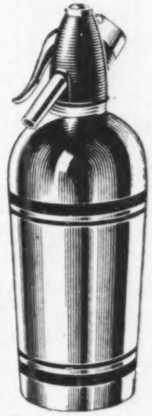

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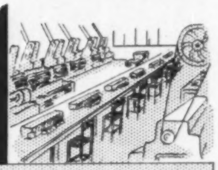

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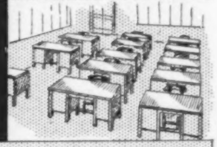

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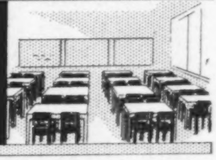

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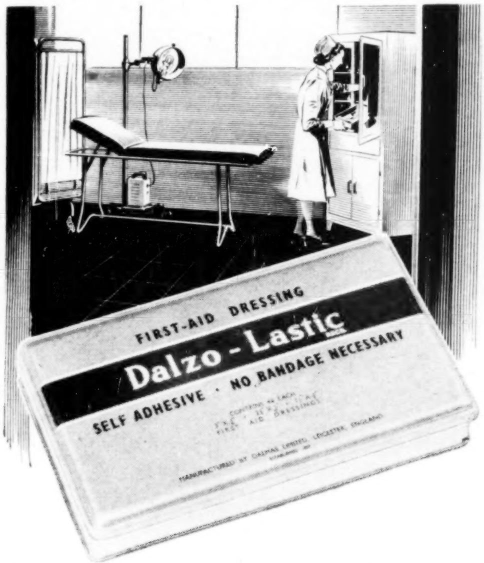
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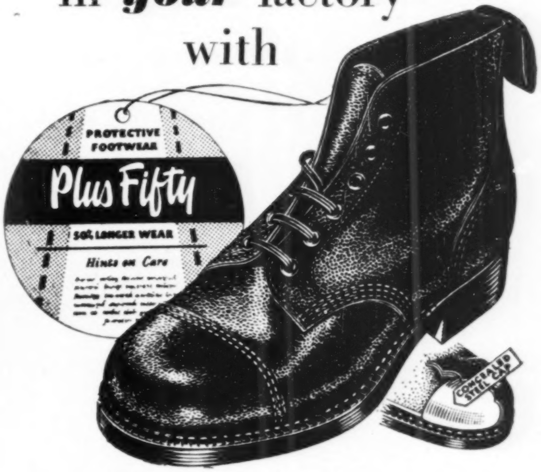

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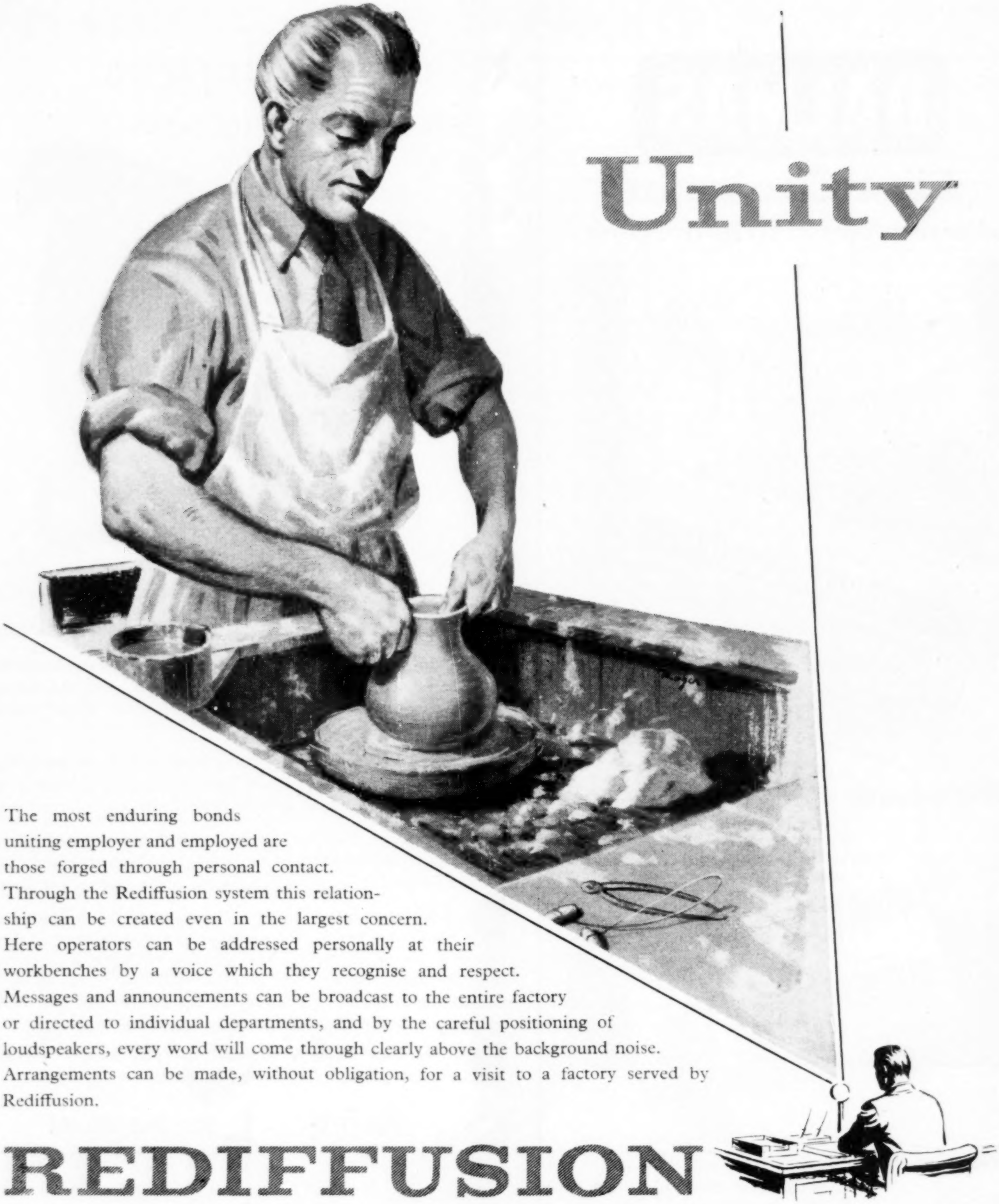

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